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Part V
Regional cooperation for development

Section 20
Economic and social development in Latin America and the Caribbean

(Programme 17 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

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Overview

20.1 The overall purpose of the programme is to promote the economic and social development of Latin America and the Caribbean through interactive cooperation with member States, by undertaking a comprehensive analysis of the development process and providing the relevant operational services.

20.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission and entrusted it, inter alia, with initiating and participating in measures for improving the level of economic and social activity in Latin America and the Caribbean; maintaining and strengthening economic relations among the countries of the region and between them and other countries; making or sponsoring such research and studies as the Commission deemed appropriate; and undertaking or supporting member countries in the collection, evaluation and dissemination of information on regional development issues, trends and policies. The mandate has been set forth in greater detail in various resolutions adopted subsequently by the General Assembly, the Council and the Commission. The Commission's overall strategy for achieving the objectives of the programme is structured around 12 interdependent and complementary subprogrammes implemented through an integrated and multidisciplinary approach. In formulating this biennial plan, the basic guidelines and overarching orientation for the work to be undertaken in the biennium 2008-2009 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the United Nations Millennium Declaration and the 2005 World Summit Outcome.

20.3 Over the past two decades, the region's economic performance has been typified mostly by a slow and volatile economic growth, with marked fluctuations in capital flows. In the context of globalization, the Latin America and the Caribbean region has been unable to fully benefit from the opportunities offered by competitive integration with the international economy, while it has strongly felt the effects of existing inequalities and risks owing to, among other factors, the scant progress achieved in the rounds of multilateral trade negotiations and the problems of the current international economic order. Although the region has recorded increases in social spending, improvement in life expectancy, falling infant mortality and progress in terms of gender equity in education, it is still the least equitable in the world in terms of income and distribution of wealth. Poverty, which affects on average 41 per cent of the population, and social vulnerabilities represent essential causes of the significant international migratory flows that affect the region. Those problems have eroded social cohesion, increased tensions within countries and accentuated the fragility of democracies and their institutions. The region is also particularly vulnerable to natural disasters, especially in the Caribbean Rim and the Central American subregion, and is facing formidable challenges owing to the deterioration of its natural resources and biodiversity base. In more recent years, the economic and social overview has shown a significant recovery, which led to cautious optimism. In 2006, the region will be completing a period of expansion lasting four consecutive years. The estimated increase in regional per capita gross domestic product is expected to reach 10 per cent for the period 2004-2006, while a current account surplus in the balance of payments is maintained simultaneously. Sustaining these positive features will largely depend on a favourable and lasting international environment.

20.4 Consequently, the basic development challenges facing the region in the medium and long term can be summed up as the need to sustain the progress achieved in the macroeconomic order and avoid excessive exchange-rate appreciation, to create an enabling environment that will boost investment opportunities, to enhance productive diversification and to broaden and increase the scale and efficiency of social spending to invest in human capital formation. In order to meet those challenges, ECLAC member States decided during the thirty-first session of the Commission, held in Montevideo in April 2006, to focus the programme of work in the 2008-2009 biennium on the following priority areas (see Commission resolution 623 (XXXI)):

(a) Improvement of the region's position in the international economy;

(b) Consolidation of progress achieved in macroeconomic stability (in nominal and real terms);

(c) Improving social cohesion;

(d) Increasing the region's productive potential;

(e) Enhancing sustainable development policies;

(f) Reinforcing gender mainstreaming in public policies;

(g) Improving global institutions.

20.5 To this end, the strategy will emphasize analytical, advocacy and capacity-building work. The focus will be on the formulation of public policies and the facilitation of their practical implementation by making available operational services in the areas of specialized information, technical assistance and training and by fostering cooperation at the regional and international levels. ECLAC will continue to work on the integrated follow-up to world summit meetings from a regional perspective, in particular on the assessment of the progress made by the region towards the accomplishment of the Millennium Development Goals. For this purpose, the Commission will provide technical advisory services to the countries that require them for the formulation and implementation of action plans to meet the internationally agreed development goals.

20.6 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 20.1 and as described in the output information for each subprogramme.

Table 20.1 **Summary of publications**

Publications	*2004-2005 actual*	*2006-2007 estimate*	*2008-2009 estimate*
Recurrent	199	100	93
Non-recurrent	213	123	107
Total	**412**	**223**	**200**

20.7 The overall resources required for the biennium 2008-2009 for this section amount to $97,469,400 before recosting, reflecting an increase of $289,300 (or 0.3 per cent). The growth shown in table 20.3 can be summarized as follows:

(a) The decrease of $83,900 under policymaking organs relates to reduced requirements under non-post resources mainly because provisions included in the programme budget for the biennium 2006-2007 for the Regional Council for Planning, Latin American and the Caribbean Institute for Economic and Social Planning will not be required in the biennium 2008-2009;

(b) The increase of $220,200 under executive direction and management is the net result of the increase for post resources ($237,200) offset by reductions in non-post resources ($17,000). The increase for post resources is the net result of the redeployment of one P-3 and one General Service (Local level) post from programme support and the redeployment of one General Service (Local level) post to subprogramme 3, Macroeconomic policies and growth.

The net reduction in non-post resources relates mainly to a decrease in requirements for general temporary assistance and subscriptions, based on patterns of expenditure;

(c) The net increase of $979,500 under programme of work reflects the overall strengthening of the subprogrammes, highlighted in the biennial programme plan for the biennium 2008-2009 as follows:

  (i) A decrease of $237,200 under posts in subprogramme 1, Linkages with the global economy, regional integration and cooperation, relates to the redeployment of one P-3 post to subprogramme 10, Statistics and economic projections;

  (ii) An increase of $142,100 under subprogramme 3, Macroeconomic policies and growth, relates to an increase in post resources ($145,900) offset by a decrease in non-post resources ($3,800). The increase in post resources is the net result of the delayed impact of one new P-4 and one new P-2 post established in the 2006-2007 biennium, the redeployment of one P-2 post to subprogramme 5, Mainstreaming the gender perspective in regional development, and the inward redeployment of one General Service (Local level) post from executive direction and management. The post changes are aimed at strengthening the work programme in designated high priority areas. The net reduction in non-post resources is mainly due to a decrease in requirements for general temporary assistance, based on expenditure patterns;

  (iii) An increase of $378,600 under subprogramme 4, Social development and equity, comprises an increase of $379,100 for posts offset by a net decrease of $500 in non-post requirements. The increase in post resources relates to the delayed impact of one new P-2 post established in the 2006-2007 biennium and the inward redeployment of one P-4 post from subprogramme 9, Natural resources and infrastructure, to reinforce the design and reform of social protection institutions to strengthen good governance at the country level and in the region. The net reduction in non-post resources is mainly due to the provisions made in the 2006-2007 biennium for general temporary assistance for the development of a methodological tool for the implementation of social programmes from the social capital perspective no longer being required for the biennium 2008-2009;

  (iv) An increase of $461,900 under subprogramme 5, Mainstreaming the gender perspective in regional development, pertains to post resources and is the result of the upward reclassification of one P-5 post to the D-1 level to head the Women and Development Division, proposed in place of the existing unit, and to facilitate all across-the-board sectoral dialogues, and the inward redeployment of one P-2 post from subprogramme 3, Macroeconomic policies and growth, and one P-3 post from programme support (Financial Services Section) to strengthen substantive capacity;

  (v) An increase of $204,200 under subprogramme 6, Population and development, pertains to post resources and is the result of the delayed impact of one new P-3 and one new P-2 post established in the 2006-2007 biennium;

  (vi) An increase of $91,800 under subprogramme 8, Sustainable development and human settlements, pertains to post resources and is the result of the delayed impact of one new P-2 post proposed for the 2006-2007 biennium;

  (vii) A decrease of $287,300 under subprogramme 9, Natural resources and infrastructure, pertains to post resources and is the result of the redeployment of one P-4 post to subprogramme 4, Social development and equity, to strengthen substantive capacity in the subprogramme;

(viii) An increase of $155,200 under subprogramme 10, Statistics and economic projections, relates to post resources and is the net result of: the inward redeployment of one P-3 post from subprogramme 1, Linkages with the global economy, regional integration and cooperation, to strengthen the substantive capacity of the subprogramme to implement designated high priority work programme activities on the development and dissemination of an updated methodology to measure poverty in the region with an intraregional comparable basis and the further development of socio-economic statistics and indicators to support the preparation of annual in-depth surveys and reports on the progress made in the region towards the attainment of selected Millennium Development Goals; the inward redeployment of one General Service (Local level) post from programme support (General Services Section) to strengthen programmatic support; and the redeployment of one P-2 post to programme support to reorganize and strengthen the structure and capacity of the Human Resources Section;

(ix) An increase of $70,200 under subprogramme 11, Subregional activities in Mexico and Central America, comprising an increase of $84,700 for post resources offset by a decrease of $14,500 under non-post resources relates to the delayed impact of one new P-2 post established in the 2006-2007 biennium. The decrease in non-post resources relates mainly to reduced requirements for ad hoc expert groups due to fewer participants;

(d) A net decrease of $826,500 under programme support comprises a reduction of $548,700 for posts and of $277,800 for non-post requirements and is the net result of: the redeployment of one P-3 and one General Service (Local level) post from administration (overall management) to executive direction and management to combine the programme budgeting functions with those of strategic planning; the redeployment of one General Service (Local level) post from administration (general services) to subprogramme 10, Statistics and economic projections, to strengthen programmatic support; the redeployment of one P-3 post from programme support (Financial Services Section) to subprogramme 5, Mainstreaming the gender perspective in regional development, to increase substantive capacity and facilitate the accomplishment of the programme of work; the redeployment of one P-2 post from subprogramme 10 to programme support to reorganize and strengthen the duties and responsibilities performed in the Human Resources Section; the abolition under administration (general support services) of one P-2 post for building management and maintenance services and one General Service (Local level) post; the proposed establishment under administration (general support services) of one National Officer post as Chief of Maintenance, reflecting the need for the incumbent to be acquainted with local practices in the sphere of facilities management, building codes and construction issues and to possess local certification; and the proposed establishment of one National Officer post as Medical Officer, reflecting the need for the incumbent to possess knowledge of the medical facilities at the duty station and national certification to practise, thereby providing the best services and support to the staff of ECLAC. The net reduction in non-post resources reflects a decrease in requirements for communication costs due to use of the most economical providers, and a decrease in requirements under supplies and materials, based on expenditure patterns and the refinement of needs based on experience.

20.8 The projected extrabudgetary resources of $19,126,700 for the biennium 2008-2009 will supplement provisions from the regular budget to such finance activities as applied research, advisory services, group training and workshops. The estimates for the biennium 2008-2009 reflect a conservative approach to the calculation of extrabudgetary resources, since they relate only to those projects for which firm commitments or preliminary indications from prospective donors have been received.

20.9 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation would amount to $1,083,100 in the programme budget (comprising $1,080,600 in post resources and $2,500 in non-post resources, as reflected under executive direction and management and subprogrammes 1 to 12) and $71,000 in extrabudgetary resources.

20.10 It will be recalled that, in a note to the General Assembly (A/61/758), the Secretary-General submitted his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205) and identified the time and resources needed to implement the Panel's recommendations. The note is currently under consideration by the General Assembly at the first part of its resumed sixty-first session. Accordingly, the proposed resource redeployments and growth sought in the note by the Secretary-General have not been incorporated into the present budget section. The decisions of the General Assembly on these resource proposals will be incorporated in the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009.

20.11 The estimated percentage distribution of the resources for ECLAC in the biennium 2008-2009 is shown in table 20.2.

Table 20.2 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	1.2	—
B. Executive direction and management	6.5	1.7
C. Programme of work		
1. Linkages with the global economy, regional integration and cooperation	5.5	2.8
2. Production and innovation	51	10.7
3. Macroeconomic policies and growth	7.9	19.2
4. Social development and equity	3.8	9.9
5. Mainstreaming the gender perspective in regional development	1.7	3.9
6. Population and development	3.1	5.8
7. Planning of public administration	2.0	16.5
8. Sustainable development and human settlements	3.2	4.8
9. Natural resources and infrastructure	3.1	6.6
10. Statistics and economic projections	4.9	3.5
11. Subregional activities in Mexico and Central America	7.9	7.0
12. Subregional activities in the Caribbean	5.5	3.8
Subtotal	**53.7**	**94.5**
D. Programme support	38.6	3.8
Total	**100.0**	**100.0**

20.12 The distribution of posts and non-posts is summarized in tables 20.3 and 20.4.

Table 20.3 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	2004-2005 expenditure	2006-2007 appropriation	Resource growth		Total before recosting	Recosting	2008-2009 estimate
			Amount	Percentage			
A. Policymaking organs	1 035.8	1 274.3	(83.9)	(6.6)	1 190.4	74.3	1 264.7
B. Executive direction and management	6 381.3	6 162.3	220.2	3.6	6 382.5	364.2	6 746.7
C. Programme of work	43 097.7	51 300.3	979.5	1.9	52 279.8	3 097.2	55 377.0
D. Programme support	33 515.8	38 443.2	(826.5)	(2.1)	37 616.7	2 502.2	40 118.9
Subtotal	**84 030.6**	**97 180.1**	**289.3**	**0.3**	**97 469.4**	**6 037.9**	**103 507.3**

(2) *Extrabudgetary*

	2004-2005 expenditure	2006-2007 estimate	Source of funds	2008-2009 estimate
			(a) Services in support of:	
	—	—	(i) United Nations organizations	—
	2 188.7	1 899.0	(ii) Extrabudgetary activities	1 855.4
	—	—	(b) Substantive activities	
			(c) Operational projects	
	282.5	299.4	United Nations Development Programme	436.4
	1 157.4	1 154.2	United Nations Population Fund	894.5
	54.0		United Nations Fund for International Partnerships	
	665.7	467.4	Other United Nations agencies	459.1
	11 345.5	14 115.2	Technical cooperation trust funds	13 418.9
	1 685.2	2 457.1	Various contributions to the Latin American and Caribbean Institute for Economic and Social Planning	2 062.4
Subtotal	**17 379.0**	**20 392.3**		**19 126.7**
Total (1) and (2)	**101 409.6**	**117 572.4**		**122 634.0**

Table 20.4 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	13	14	—	—	1	1	14	15
P-5	28	27	—	—	3	4	31	31
P-4/3	107	107	1	1	9	7	117	115
P-2/1	48	47	—	—	1	3	49	50
Subtotal	**198**	**197**	**1**	**1**	**14**	**15**	**213**	**213**
General Service								
Other level	4	4	—	—	—	—	4	4
Subtotal	**4**	**4**	**—**	**—**	**—**	**—**	**4**	**4**
Other categories								
Local level	272	271	1	1	23	24	296	296
National Officer	—	2	—	—	—	—	—	2
Subtotal	**272**	**273**	**1**	**1**	**23**	**24**	**296**	**298**
Total	**474**	**474**	**2**	**2**	**37**	**39**	**513**	**515**

A. Policymaking organs

Resource requirements (before recosting): $1,190,400

Economic Commission for Latin America and the Caribbean

20.13 The terms of reference of the Economic Commission for Latin America and the Caribbean were established by the Economic and Social Council in its resolution 106 (VI) of 25 February and 5 March 1948 and subsequent amendments. The Commission is composed of 43 members and 8 associate members and holds biennial sessions during even-numbered years for five days to review the work of the ECLAC secretariat and approve its biennial programme of work. The biennial session has two ad hoc committees, one on South-South cooperation, and the other on population and development. The thirty-second session of the Commission will be held in Santiago in the first half of 2008.

Committee of the Whole

20.14 The Committee of the Whole was established in 1952. It normally meets at United Nations Headquarters with permanent representatives of ECLAC member States, if and when required, during the years in which the Commission does not hold a biennial session. The plenary of the Committee of the Whole is expected to meet in New York for three days during the biennium 2008-2009 to discuss issues of concern to the Commission.

Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean and tenth session of the Regional Conference

20.15 The Presiding Officers provide overall direction to the work of the secretariat on issues related to the integration of women into development in the region, in accordance with paragraph 88.2 of the Regional Plan of Action on the Integration of Women into the Economic and Social Development of Latin America and the Caribbean. The Presiding Officers will meet on three occasions in the biennium: twice in 2008 and once in 2009.

20.16 The Regional Conference on Women in Latin America and the Caribbean (formerly known as the Regional Conference on the Integration of Women into the Economic and Social Development of Latin America) was established as a permanent subsidiary body of the Economic Commission for Latin America and the Caribbean at the eleventh extraordinary session of the Committee of the Whole, held on 21 November 1977. At that session, the Commission approved the above-mentioned Regional Plan of Action, which had been adopted in Havana in the same year. The purposes of the Regional Conference are to identify women's needs at the regional and subregional levels, present recommendations, undertake periodic assessments of the activities carried out in fulfilment of regional and international plans and agreements on the subject, and serve as a forum for debates on relevant issues. Its sessions are held every three years and it is expected to meet in 2009.

Committee of High-Level Governmental Experts

20.17 The Committee of High-Level Governmental Experts was established on 7 May 1971. It is a subsidiary organ of the Commission and acts as a forum devoted to the analysis of various aspects of the implementation and appraisal of development strategies in Latin America and the Caribbean. In the past, it has dealt with industrialization and issues of science and technology, although recently its main focus has been on population matters. It meets, if and when required, annually. The Committee is scheduled to meet in New York in 2008 and 2009.

Caribbean Development and Cooperation Committee

20.18 The Caribbean Development and Cooperation Committee was established in 1975. It coordinates economic and social development cooperation and addresses other development concerns of the Caribbean members of ECLAC. It also serves as an advisory and consultative body to the Executive Secretary of ECLAC on issues concerning the Caribbean. The Committee will meet annually in the biennium 2008-2009.

Committee on Central American Economic Cooperation

20.19 The Committee on Central American Economic Cooperation was established in 1952. It provides overall coordination and direction to the secretariat in relation to activities to promote the integration of national economies in Central America. It also serves as an advisory and consultative body to the Executive Secretary of ECLAC on issues related to the Central American region and as a subsidiary organ of the Commission. The Committee will meet annually during the biennium 2008-2009.

Regional Council for Planning and Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning

20.20 The Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), consisting of 40 member Governments, was established in 1974. It is the principal intergovernmental body of ILPES and meets every four years.

20.21 The Presiding Officers of the Regional Council for Planning, comprising 11 member Governments, examine the work programme for ILPES and evaluate its past activities. The Presiding Officers meet at least once a year and are expected to meet in Havana in 2008 and in Mexico in 2009.

Executive Committee of the Statistical Conference of the Americas

20.22 The Executive Committee of the Statistical Conference of the Americas was established at the same time as the Statistical Conference of the Americas (see below). It meets annually to provide support for the Statistical Conference. The main responsibilities of the Executive Committee are to prepare a biennial programme of regional and international cooperation concerning statistical matters to be presented to the regular conference, to follow up the implementation of the agreements and carry out the tasks assigned by the Conference, and to decide on the substantive documentation to be presented to the Conference.

20.23 The Executive Committee will meet in Montevideo in 2008 and in Brasilia in 2009.

Statistical Conference of the Americas

20.24 The Statistical Conference of the Americas was established as a subsidiary organ of the Commission, pursuant to Commission resolution 580 (XXVIII) and Economic and Social Council resolution 2000/7.

20.25 The Conference meets on a biennial basis in odd years with the objectives of promoting the development and improvement of national statistics and their international comparability, strengthening cooperation among national statistical offices and international and regional agencies, and preparing a biennial programme of regional and international cooperation to meet the demands of the countries of the region in the field of statistics. The Conference will meet in Santiago in 2009.

Table 20.5 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Non-post	1 274.3	1 190.4	—	—
Subtotal	**1 274.3**	**1 190.4**	—	—
Extrabudgetary	—	—	—	—
Total	**1 274.3**	**1 190.4**	—	—

20.26 The amount of $1,190,400 for policymaking organs, reflecting a decrease of $83,900, provides for the servicing of the meetings of ECLAC intergovernmental bodies. The decrease is due to the provisions included in the programme budget for the biennium 2006-2007 for the Regional Council for Planning of ILPES no longer being required in the biennium 2008-2009.

B. Executive direction and management

Resource requirements (before recosting): $6,382,500

20.27 The Office of the Executive Secretary provides overall direction, supervision and management to the ECLAC secretariat, with a view to implementing the legislative mandates and the approved programme of work. It continues to be responsible for the preparation of a biennial institutional substantive report on the main topics to be discussed at the session of the Commission, as well as for the publication of the *CEPAL Review*.

20.28 In addition, the Office will provide direction and policy orientation and will continue to establish the criteria for coordinating the implementation of and the follow-up to the Millennium Development Goals and other cross-cutting issues, such as gender mainstreaming and sustainable development, throughout the substantive subprogrammes.

20.29 The Programme Planning and Operations Division, on behalf of the Executive Secretary, will continue to provide overall coordination, guidance and advice to the ECLAC subprogramme managers with respect to the formulation of the proposed strategic framework and priorities and its revisions, the preparation of the draft programme of work and the biennial report on the work of the Commission for consideration and adoption at the biennial session of the Commission, the preparation of the biennial proposed programme budget and the subsequent budget and programme performance reports.

20.30 The Division will continue to substantively monitor the implementation of the work programme and will coordinate, organize and report on the implementation of the ECLAC evaluation plan. The Division will be responsible for coordination, guidance and supervision in respect of the ECLAC extrabudgetary technical cooperation programme and its relevant fund-raising activities, as well as the work of the ECLAC Library, for which resources are provided under subsection D, Programme support. The Division will also be restructured to incorporate fully the budgetary functions which were formerly within the competence of the Division of Administration. It will perform the budget formulation and control function through the preparation of the biennial programme budget and budget performance reports, monitoring of allocations and control of the staffing table. The rationale underpinning this move is to adopt a new management model which will integrate programme budgeting with the strategic planning functions, thereby combining under the same organizational structure all aspects of the programme planning, budgeting, monitoring, reporting and evaluation cycle.

20.31 The Information Services Unit is part of the Office of the Executive Secretary. The activities of the Unit are carried out in Santiago in close coordination with the Department of Public Information at United Nations Headquarters and include: (a) organizing press conferences and issuing press releases; (b) producing and disseminating booklets and information kits about the work of ECLAC and the United Nations; (c) placing opinion pieces in the region's media; (d) producing and editing a bimonthly newsletter; and (e) attending to journalists and the general public.

Table 20.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Programme of work is effectively managed	(a) (i) Timely delivery of outputs and services *Performance measures* 2004-2005: 94 per cent delivery within established deadline Estimate 2006-2007: 95 per cent delivery within established deadline Target 2008-2009: 96 per cent delivery within established deadline (ii) The efficient and effective use of resources *Performance measures* 2004-2005: 99 per cent of available resources utilized Estimate 2006-2007: 100 per cent of available resources utilized Target 2008-2009: 100 per cent of available resources utilized
(b) Timely recruitment and placement of staff	(b) Reduction in the average number of days a Professional post remains vacant *Performance measures* 2004-2005: 182 days (for all posts, including General Service) Estimate 2006-2007: 179 days (for all posts, including General Service) Target 2008-2009: 159 days (for all posts, including General Service)
(c) Improved geographical representation and gender balance of staff	(c) (i) Increased percentage of staff recruited from unrepresented and underrepresented member States in the department

	Performance measures 2004-2005: 37.5 per cent Estimate 2006-2007: 39 per cent Target 2008-2009: 41 per cent
	(ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures* 2004-2005: 30.4 per cent Estimate 2006-2007: 33.3 per cent Target 2008-2009: 38 per cent
(d) Identification of emerging issues relevant to the region's development agenda	(d) Increase in the number of occasions that the secretariat brings emerging issues to the attention of member States *Performance measures* 2004-2005: 1 occasion Estimate 2006-2007: 2 occasions Target 2008-2009: 3 occasions
(e) Enhanced policy coherence in the management of the economic and social activities of the United Nations	(e) Increase in the number of activities carried out in collaboration with other entities *Performance measures* 2004-2005: 1 joint activity Estimate 2006-2007: 2 joint activities Target 2008-2009: 3 joint activities

External factors

20.32 The component is expected to achieve its objectives and expected accomplishments on the assumption that all stakeholders are fully engaged.

Outputs

20.33 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Committee of the Whole: parliamentary documentation: report on the session of the Committee (1);

(ii) Substantive servicing of meetings: biennial session of the Economic Commission for Latin America and the Caribbean and meetings of its subsidiary bodies (10);

(iii) Parliamentary documentation: draft programme of work of the ECLAC system for the biennium 2010-2011 (1); draft proposed programme budget of ECLAC for the biennium 2010-2011 (1); proposed strategic framework of ECLAC for the biennium 2010-2011 (1); programme performance report of ECLAC for the biennium 2008-2009 (1); main substantive document to be discussed at the thirty-second session of the Commission (1); report on the activities of ECLAC since the thirty-first session of the Commission (1); report on the activities of the ECLAC system to promote and support South-South technical cooperation during the 2006-2007 biennium (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *CEPAL Review* (6);

(ii) Exhibits, guided tours, lectures: briefings and presentations of ECLAC publications to the media and other activities related to United Nations and ECLAC events and special observances (1 per year) (2); exhibits and production of other visual material on United Nations activities (2); guided tours of the ECLAC premises in Santiago (2);

(iii) Booklets, fact sheets, wallcharts, information kits: liaison activities with national and international news media, governmental and non-governmental organizations, educational institutions, libraries and other local distributors of information services (2); newsletter, *Notas de la CEPAL/ECLAC Notes* (1 per year) (2); responses to public inquiries about the United Nations in oral and written form (1 per year) (2);

(iv) Press releases, press conferences: organization of the press conferences of the Executive Secretary and other senior officials of ECLAC and the United Nations system (2); press releases in Spanish and English on ECLAC meetings and activities and on information received from the Department of Public Information of the United Nations Secretariat, other United Nations offices and the specialized agencies (2);

(v) Technical material: provision of central services for coordination, development, updating and maintenance of the ECLAC portal on the Internet, including training for the network of focal points and provision of visitor and download statistics (2); provision of services for the regular updating and maintenance of the home page of the ECLAC portal and of the website of the Office of the Executive Secretary; and first-level institutional pages and sites (2);

(vi) Audio-visual resources: photographic coverage of ECLAC meetings and activities (2); transmission of news dispatches to Headquarters for inclusion in United Nations radio programmes and to radio stations throughout the region (2); videotapes of interviews and other activities for inclusion in United Nations programmes and for distribution to the media throughout the region (2).

Table 20.7 **Resource requirements: executive direction and management**

Category	*Resources (thousands of United States dollars)* 2006-2007	*Resources (thousands of United States dollars)* 2008-2009 (before recosting)	*Posts* 2006-2007	*Posts* 2008-2009
Regular budget				
Post	5 502.3	5 739.5	30	31
Non-post	660.0	643.0	—	—
Subtotal	**6 162.3**	**6 382.5**	**30**	**31**
Extrabudgetary	141.2	319.5	2	3
Total	**6 303.5**	**6 702.0**	**32**	**34**

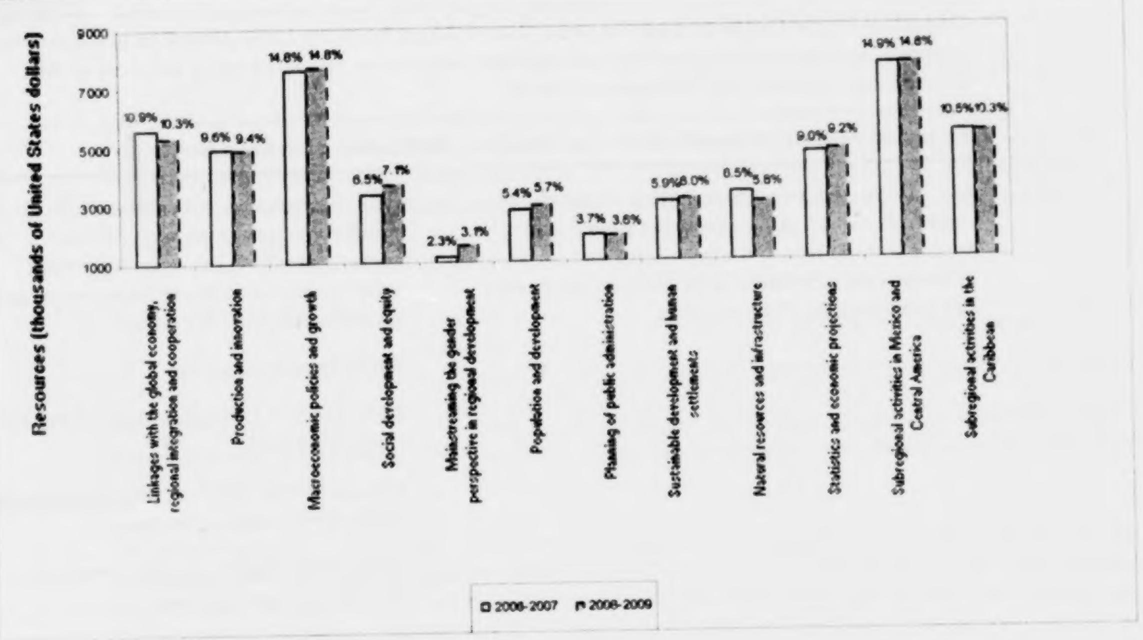
20.34 An amount of $5,739,500 in post requirements, reflecting an increase of $237,200, is proposed for 31 posts. The increase is the net result of: (a) the inward redeployment of one P-3 and one General Service (Local level) post from Administration (overall management) to integrate programme budgeting functions with those of strategic planning, thereby combining under the same organizational structure the management of all aspects of the programme planning, budgeting, monitoring, reporting and evaluation cycle; and (b) the outward redeployment of one General Service (Local level) post to subprogramme 3, Macroeconomic policies and growth, to provide programmatic support by reinforcing the availability of research assistance in a designated high priority area of the substantive work programme. The non-post requirement of $643,000, reflecting a decrease of $17,000, relates to, inter alia, consultants and experts, other staff costs, travel of staff, contractual services and general operating expenses. The net reduction in non-post resources is mainly attributable to general temporary assistance and subscriptions and is based on patterns of expenditure.

C. Programme of work

Table 20.8 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
1. Linkages with the global economy, regional integration and cooperation	5 603.3	5 366.1	26	25
2. Production and innovation	4 931.6	4 931.6	20	20
3. Macroeconomic policies and growth	7 592.3	7 734.4	34	34
4. Social development and equity	3 329.5	3 708.1	15	16
5. Mainstreaming the gender perspective in regional development	1 170.9	1 632.8	5	7
6. Population and development	2 774.5	2 978.7	15	15
7. Planning of public administration	1 906.6	1 906.6	11	11
8. Sustainable development and human settlements	3 024.3	3 116.1	13	13
9. Natural resources and infrastructure	3 325.4	3 038.1	14	13
10. Statistics and economic projections	4 636.8	4 792.0	25	26
11. Subregional activities in Mexico and Central America	7 641.9	7 712.1	41	41
12. Subregional activities in the Caribbean	5 363.2	5 363.2	34	34
Subtotal	**51 300.3**	**52 279.8**	**253**	**255**
Extrabudgetary	19 387.9	18 074.0	25	26
Total	**70 688.2**	**70 353.8**	**278**	**281**

Table 20.9 **Regular budget resource requirements by subprogramme**



Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Resource requirements (before recosting): $5,366,100

20.35 Substantive responsibility for the subprogramme rests with the Division of International Trade and Integration, supported by the ECLAC Office in Washington, D.C. The focus of the subprogramme will be on applied research and capacity-building activities to support ECLAC member States in strengthening their systemic competitiveness in order to pursue efficient integration in the international economy and to draw on the benefits of cooperation and integration among the countries of the region. The programme of work has been formulated by drawing upon subprogramme 1 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.36 In implementing the programme of work, the goals and targets of the United Nations major conferences and summit meetings in the economic and social fields, including those set forth in the Millennium Declaration and the 2005 World Summit Outcome, in particular those relating to the establishment of a global partnership for development, will be fully taken into consideration. The subprogramme will organize its work during the biennium around three main subject areas: (a) trends in financial and trade flows and advances in multilateral negotiations; (b) interdependence and a mutually reinforcing relationship between bilateral agreements and regional, hemispheric and multilateral treaties; and (c) strengthening the capacities of the countries of the region for the negotiation, implementation and administration of various trade agreements.

Table 20.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen linkages between Latin American and Caribbean countries and the global economy, and regional cooperation and integration schemes at the subregional, regional and hemispheric levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness among member countries of ECLAC concerning global and regional trade flows, trade policies and international negotiations in order to facilitate decision-making in those areas	(a) (i) Increased number of downloads of selected subprogramme publications, the content of which provides important information, analysis of experience and recommendations for action *Performance measures* 2004-2005: 7,694 downloads of the ECLAC website on trade Estimate 2006-2007: 10,000 downloads of the ECLAC website on trade Target 2008-2009: 12,000 downloads of the ECLAC website on trade (ii) Increased percentage of public and private sector participants in subprogramme activities who describe the information provided, the analyses conducted and the recommendations as "useful" or "very useful" *Performance measures* 2004-2005: 87 per cent of participants Estimate 2006-2007: 90 per cent of participants Target 2008-2009: 95 per cent of participants (iii) Increased percentage of readers responding to the questionnaire on the flagship subprogramme publication, *Latin America and the Caribbean in the World Economy*, who consider its analytical contents and its recommendations to be "useful" or "very useful" for policy and programme formulation

	Performance measures 2004-2005: 68 per cent of readers Estimate 2006-2007: 85 per cent of readers Target 2008-2009: 92 per cent of readers
(b) Strengthened human, technical and institutional capacities in ECLAC member countries for the negotiation, implementation and administration of commitments entered into as a result of trade agreements at the subregional, regional and multilateral levels	(b) Increased percentage of the main beneficiaries of technical cooperation services offered by the subprogramme who evaluated them as "useful" or "very useful" for their specific areas of work *Performance measures* 2004-2005: 80 per cent of beneficiaries Estimate 2006-2007: 90 per cent of beneficiaries Target 2008-2009: 95 per cent of beneficiaries

External factors

20.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community will support ECLAC member States and respond to their specific needs and concerns in regard to international trade and integration, taking into account the guidelines established by the General Assembly and Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration; and (b) the region will endeavour to realize the potential benefits that may result from the rounds of international trade negotiations, in particular in those areas in which common ground may be found with other groups of countries, as in the case of the negotiations on trade facilitation.

Outputs

20.38 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups: meetings of experts to consider macroeconomic and trade policies of the countries of the region in the light of trends in the global economy, with particular attention given to the impact of such policies and to the prospects for the region (2); meeting of experts to examine the impact of the system of free trade treaties on the economic evolution of the countries of the region, their national trade strategies and regional integration (1); meeting of experts to examine the impact of the system of multilateral trade rules on the economic evolution of the countries of the region, their national trade strategies and regional integration (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: *Latin America and the Caribbean in the World Economy*, 2007-2008 and 2008-2009 editions (2); study on recent developments in international negotiation processes and their impact on the Brazilian economy (1); studies on developments in and the outlook for subregional, regional and hemispheric integration (2); studies on priority issues in the trade relations of the United States of America with the countries of Latin America and the Caribbean, including an analysis of barriers to exports from the countries of the region (2); studies on the impact on specific markets of multilateral rules, in particular those concerning the technical, health and phytosanitary barriers to trade, and the protection of intellectual property (2); studies on the progress made in the World Trade Organization negotiation process and on the interaction between the policies of the main industrialized countries and those of the developing regions (2);

(ii) Non-recurrent publications: study on the consequences of security standards for trade and competitiveness in selected countries in the region (1); study on the impact of the simplification of rules of origin for trade facilitation and market access (1); study on the impact on the Brazilian economy of principal trends in the global economy, with particular attention given to the impact of the policies of Brazil's main trading partners (1); study on the impact of the implementation of the single-window system in the framework of trade facilitation in selected countries in the region (1); studies on new factors having an impact on competitiveness and on public policies for the promotion of competitiveness, together with an analysis of the role of such factors as innovation and information and communication technologies (2); studies on recent trends in the global economy and their impact on the economies of selected countries in the region, with emphasis on trade and competition policies (2); studies on the strategic aspects of economic and trade relations between Asian countries and Latin America and the Caribbean, with particular attention paid to the role of new actors, such as India and China, among others (2); studies on strategic aspects of economic and trade relations between the United States of America, the European Union and Latin America and the Caribbean, together with an analysis of the impact of economic agreements at the regional and multilateral levels and of trade policies on such relations (2); studies on the impact of bilateral trade agreements on the integration process (2); studies on the impact on the economies of the region of the implementation and administration of free trade treaties (2);

(iii) Booklets, fact sheets, wallcharts, information kits: *CEPAL News*, published by the ECLAC Office in Washington, D.C. (English only) (24 issues) (2); information reports on capital flows to Latin America and the Caribbean (in English only, 4 in the biennium) (2); information reports on the United States economy (in English only, 6 in the biennium) (2);

(iv) Technical material: updating, maintenance and expansion of the database module with information on trade disputes at the multilateral, regional and subregional levels (2); updating, maintenance and expansion of the database on external trade at the global level and in the countries in the region (2);

(c) Technical cooperation (regular budget and extrabudgetary resources): advisory services: provision of technical cooperation services to countries in the region and other important actors, upon request, in areas related to the negotiation, implementation and administration of trade agreements and multilateral rules; provision of advisory services to countries, upon request, to reinforce the benefits available from the hemispheric integration process, as part of the activities of the Tripartite Committee (ECLAC, Organization of American States and Inter-American Development Bank); provision of technical cooperation services to countries in the region and other important actors, upon request, in relation to strengthening their capacities for the design and implementation of trade and competition policies; provision of technical cooperation services to countries in the region and important public and private sector actors, upon request, in relation to trade and transport facilitation.

Table 20.11 **Resource requirements: subprogramme 1**

Category	Resources (thousands of United States dollars) 2006-2007	Resources (thousands of United States dollars) 2008-2009 (before recosting)	Posts 2006-2007	Posts 2008-2009
Regular budget				
Post	5 372.1	5 134.9	26	25
Non-post	231.2	231.2	—	—
Subtotal	**5 603.3**	**5 366.1**	**26**	**25**
Extrabudgetary	295.9	540.5	1	1
Total	**5 899.2**	**5 906.6**	**27**	**26**

20.39 The amount of $5,134,900 in post requirements, reflecting a decrease of $237,200, provides for 25 posts. The decrease is a result of the outward redeployment of one P-3 post to augment subprogramme 10 in relation to the implementation of designated high priority work programme activities. The non-post requirements of $231,200 are required for other staff costs, consultants and experts, and travel of staff.

Subprogramme 2
Production and innovation

Resource requirements (before recosting): $4,931,600

20.40 This subprogramme is carried out by the Division of Production, Productivity and Management. The programme of work has been formulated by drawing upon subprogramme 2 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.41 The focus of the subprogramme will be on increasing the region's productive potential and, to this end, it will generate economic analyses, disseminate the findings and offer policy recommendations to Governments to strengthen the development of productive sectors in Latin America and the Caribbean, in particular in industry, agriculture and related services, foreign investment and transnational corporations and micro, small and medium-sized enterprises, as well as innovations systems, with special attention given to information and communication technologies.

Table 20.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of the countries of the region to design and implement microeconomic and sectoral policies to foster the production and innovation of knowledge systems, with due consideration given to the economic, social and environmental dimensions and linkages with the global economy.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness among member States in the region of the research findings and policy recommendations produced by the subprogramme concerning key issues of the region's productive development	(a) (i) Increased number of downloads of selected publications of the subprogramme with significant analytical content and recommendations on policy options for the development of the productive sector *Performance measures* 2004-2005: 204,000 downloads Estimate 2006-2007: 267,500 downloads Target 2008-2009: 302,500 downloads (ii) Increased percentage of respondents to surveys assessing the analytical content and the policy options and recommendations of the flagship publication *Foreign Investment in Latin America and the Caribbean* as "useful" or "very useful" for their work *Performance measures* 2004-2005: 60 per cent of respondents Estimate 2006-2007: 65 per cent of respondents Target 2008-2009: 70 per cent of respondents
(b) Increased utilization of the Commission's services by its stakeholders to formulate policies and strategies to enhance the competitiveness of their production structures	(b) (i) Increased number of users of the specialized search engine on productive development policies on the subprogramme's website *Performance measures* 2004-2005: not applicable Estimate 2006-2007: 100 users Target 2008-2009: 150 users

(ii) Increased percentage of participants rating the training courses organized by the subprogramme as "useful" or "very useful" for their work

Performance measures

2004-2005: 85 per cent of participants

Estimate 2006-2007: 86 per cent of participants

Target 2008-2009: 90 per cent of participants

External factors

20.42 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) status of knowledge on issues covered by the subprogramme will be improved, as will the availability of relevant statistics at both the regional and international level; and (b) the international community will support and assign priority to the concerns and needs of ECLAC member States with respect to their productive development policies in the context of the regional and international development agenda. In this regard, the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration, will be taken into account.

Outputs

20.43 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources): ad hoc expert groups: meeting of experts to analyse the development of small and medium-sized enterprises and their implications for relevant policies at the national and local levels (1); meeting of experts to consider foreign direct investment patterns in Latin America and the Caribbean and national policy strategies and options (1); meeting of experts to consider innovation policies at the national and local levels (1); meeting of experts to consider policies for the development of the information society (1); meeting of experts to consider the dynamics of the production structure of the countries of the region, with special attention paid to the similarities and differences in the production structures and their implications for relevant policies (1); meeting of experts to consider the processes of production and innovation in the agricultural value chains, the participation of various economic agents and their implications for sectoral policies (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: study on production and innovation networks at the national and local levels in selected countries in the region (1); study on recent trends in the production structure and technological changes in the Brazilian economy, with special consideration given to trends in productivity and competitiveness and to policies for fostering production dynamics and technological development (1); study on strategies for the development and incorporation of information and communication technologies at the national and regional levels (1); study on the dynamics of the production structure of the countries of the region, with special attention paid to the similarities and differences in the production structures and their implications for relevant policies (1); study on policies for financing the business sector, with special attention paid to the support given to small and medium-sized enterprises in the region (1); study on the productive development policies of selected countries in the region (1); study on the use of information and communication technologies in the services sector (1); study to compare the strategies of transnational corporations and the major national firms in selected countries in the region (1); agricultural panorama — study on trends in structural changes in the agricultural sector and their implications for relevant sectoral policies (1); *Foreign Investment in Latin America and the Caribbean*, an annual publication containing updated statistical information and case studies of countries and specific industries (2);

(ii) Non-recurrent publications: study on innovation systems in selected countries in the region and their capacity to generate knowledge (1); study on the capacities, productive performance and linkages in local, national and international markets of the various agricultural agents (1); study on the situation of regulatory policies in selected productive sectors in the region (1); study on the structure, behaviour and performance of the financial sector (1);

(iii) Technical material: development and dissemination of information on information and communication technologies (2); development, consolidation and updating of computer programs and trade-related information systems: Competitive Analysis of Nations (CAN) and AGROPLAN (agricultural production structure) (2); maintenance and updating of the Industrial Performance Analysis Program (PADI) (2); maintenance and updating of the legal framework for and statistical information on foreign direct investment in Latin America and the Caribbean (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services to countries, upon request, in relation to regulatory policies and competitiveness, the development of the agrifood business, systems of innovation at the national and local levels, strategies for foreign direct investment at the national and local levels and the design and implementation of productive development policies, in particular those that support micro, small and medium-sized enterprises;

(ii) Training courses, seminars and workshops: cooperation with governmental entities, academic institutions, universities and regional bodies for the development of training activities in areas related to productive and corporate development in the agricultural and industrial sectors and in certain service areas at the regional, national or local level; international school course on the economy in Latin America (two per biennium).

Table 20.13 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	4 711.4	4 711.4	20	20
Non-post	220.2	220.2	—	—
Subtotal	**4 931.6**	**4 931.6**	**20**	**20**
Extrabudgetary	3 345.1	2 038.1	5	4
Total	**8 276.7**	**6 969.7**	**25**	**24**

20.44 The amount of $4,931,600 provides for the continuation of 20 posts ($4,711,400) and for non-post requirements ($220,200), such as other staff costs for temporary assistance during peak workload periods, consultants and experts, and travel.

Subprogramme 3
Macroeconomic policies and growth

Resource requirements (before recosting): $7,734,400

20.45 This subprogramme will be carried out by the Economic Development Division located in Santiago, with the support of the ECLAC offices in Buenos Aires, Brasilia, Montevideo and Bogotá. The programme of work has been formulated by drawing upon subprogramme 3 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.46 The subprogramme will focus on conducting applied research and disseminating its findings and on the provision of advisory services and policy recommendations to Governments, central banks and other relevant stakeholders concerned with the region's macroeconomic performance with a view to addressing the challenges of consolidating long-term economic growth within a framework of stability, achieving more equitable patterns of income distribution and reducing poverty levels.

Table 20.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of Latin American and Caribbean countries to design and implement suitable macroeconomic policies for achieving long-term growth.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of policymakers in Latin America and the Caribbean of key issues at stake to design and implement consistent short-term macroeconomic policies within a long-term growth-enhancing framework	(a) Increased percentage of users who find the subprogramme's flagship publications "useful" *Performance measures* 2004-2005: not applicable Estimate 2006-2007: 55 per cent of users Target 2008-2009: 60 per cent of users
(b) Greater understanding by Latin American and Caribbean countries of opportunities for reconciling growth with long-term development	(b) Increased proportion of beneficiaries of expert meetings provided by the subprogramme that consider the relevant policy recommendations received to be "useful" or "very useful" *Performance measures* 2004-2005: 50 per cent of beneficiaries Estimate 2006-2007: 60 per cent of beneficiaries Target 2008-2009: 65 per cent of beneficiaries

External factors

20.47 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) stable conditions will prevail in the international economy and in the management of macroeconomic policies in the countries of the region, placing the economies in a better position to cope with external shocks or disruptions; and (b) the international community will support and assign priority to the concerns and needs of ECLAC member States with respect to their macroeconomic policies and long-term growth strategies in the context of the regional and international development agenda. In this regard, the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration, will be taken into account.

Outputs

20.48 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): ad hoc expert groups: meeting of experts to consider issues relating to economic growth and development in Latin America and the Caribbean (1); meeting of experts to consider the implications of macroeconomic policy for growth in the region (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: *Economic Survey of Latin America and the Caribbean*, 2007-2008 and 2008-2009 editions (2); *Preliminary Overview of the Economies of Latin America and the Caribbean*, 2008 and 2009 editions (2); study on a high priority aspect of fiscal policy in the region (1); study on a high priority issue relating to the economic situation in Latin America and the Caribbean (1); study on recent developments in fiscal and monetary policy in the Brazilian economy (1); study on the growing instability and insecurity of job markets in the region and the impact on development (1); study on the main domestic sources of financing of the Brazilian economy and the outlook for sustainable access to external sources of financing (1); study on the mechanisms and factors that have determined the recent performance of the Argentine economy (1); study on the determinants of growth in Latin America and the Caribbean from a policy perspective (1);

(ii) Non-recurrent publications: study on a high priority issue relating to trade and development in Latin America and the Caribbean (1);

(iii) Technical material: contributions to *Preliminary Overview of the Economies of Latin America and the Caribbean*, 2008 and 2009 editions, and *Economic Survey of Latin America and the Caribbean*, 2007-2008 and 2008-2009 editions: notes on the Argentine economy (1) and notes on the Brazilian economy (1); macroeconomic indicators of Argentina (8 issues) (2); statistical bulletin, *Evolution of the Brazilian Economy* (issued in English, Portuguese and Spanish, 24 issues) (2); updating and improvement of databases on economic performance in Latin America and the Caribbean, in particular those containing the information needed for the preparation of the aforementioned recurrent publications (2);

(c) Technical cooperation (regular budget and extrabudgetary resources): advisory services: provision of technical cooperation services to countries of the region, at their request, in relation to the design and implementation of growth-oriented macroeconomic policies. Areas of cooperation may include macroeconomic policy coordination, the design and implementation of fiscal policies and structural reforms, among others.

Table 20.15 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	7 315.8	7 461.7	34	34
Non-post	276.5	272.7	—	—
Subtotal	**7 592.3**	**7 734.4**	**34**	**34**
Extrabudgetary	4 424.1	3 673.3	3	5
Total	**12 016.4**	**11 407.7**	**37**	**39**

20.49 The amount of $7,461,700 in post requirements, reflecting an increase of $145,900, provides for 34 posts. The increase is the net result of: (a) the delayed impact of one new P-4 and one new P-2 post established in the 2006-2007 biennium; (b) the outward redeployment of one P-2 post to subprogramme 5, Mainstreaming the gender perspective in regional development, to strengthen the substantive capacity of the subprogramme and to contribute to the conversion of the current Women and Development Unit into a substantive division; and (c) the inward redeployment of one General Service (Local level) post from executive direction and management to provide programmatic support by reinforcing the availability of research assistance in a designated high priority area of the substantive work programme.

20.50 The amount of $272,700 in non-post requirements provides for other staff costs, consultants and experts, and travel of staff. The net reduction in non-post resources is mainly due to the provisions made in the 2006-2007 biennium for general temporary assistance for the development of a methodological tool for the implementation of social programmes from the social capital perspective no longer being required for the biennium 2008-2009.

Subprogramme 4
Social development and equity

Resource requirements (before recosting): $3,708,100

20.51 The subprogramme will be carried out by the Social Development Division. The programme of work has been formulated by drawing upon subprogramme 4 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.52 The focus of the subprogramme will be on applied research and the provision of advisory services and policy recommendations to Governments and other stakeholders concerned with social development in the region with a view to achieving greater social cohesion. The subprogramme will include in its work the assessment of the social situation of the population in the region and the design of social protection institutions to strengthen good governance. The issues under focus will also include the establishment of a comprehensive social pact designed to promote access to quality employment and to stimulate sustainable growth with greater equity; the complementarities of market-based solutions with institutions that guarantee joint financing in order to achieve universal access to social protection systems, strengthen human capital formation and achieve a much greater redistributive impact; and the redefinition of social policy institutions.

Table 20.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To accelerate the alleviation of poverty and the attainment of social equity in the region.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Fuller understanding and stronger analytical capacity on the part of the region's Governments and other stakeholders with respect to long-standing structural and newly emerging social problems and challenges posed by globalization for the poorer socio-economic groups, the middle class, workers and their families	(a) (i) Increased number of respondents to the questionnaires on the subprogramme's flagship publication *Social Panorama of Latin America* who consider its analysis useful in improving their understanding of the region's structural social problems *Performance measures* 2004-2005: Not applicable Estimate 2006-2007: 21 respondents (Governments or institutional users) Target 2008-2009: 42 respondents (Governments or institutional users) (ii) Increased number of downloads from the ECLAC website of the main publications and documents containing diagnoses of the social situation of the population *Performance measures* 2004-2005: 1,570 downloads from *Social Panorama of Latin America* and the *Políticas sociales* series Estimate 2006-2007: 1,720 downloads from *Social Panorama of Latin America* and the *Políticas sociales* series Target 2008-2009: 1,950 downloads from *Social Panorama of Latin America* and the *Políticas sociales* series
(b) Strengthened capacity of Governments to enhance social policy institutions that optimize the use of resources to maximize social impact, particularly with a view to reducing poverty and inequality	(b) (i) Number of technical cooperation services implemented by the subprogramme in relation to the design and evaluation of social policies and institutions

Performance measures

2004-2005: 8 technical cooperation services

Estimate 2006-2007: 9 technical cooperation services

Target 2008-2009: 10 technical cooperation services

(ii) Increased number of thematic networks of social policymakers or other social stakeholders established for the exchange of information, experience and good practices

Performance measures

2004-2005: 1 thematic network

Estimate 2006-2007: 2 thematic networks

Target 2008-2009: 3 thematic networks

External factors

20.53 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community will support and assign priority to the concerns and needs of the ECLAC member States with respect to social development, including the essential components of the regional development agenda, namely, equity and social cohesion and attention, in accordance with the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration; (b) the region continues to move towards the levels of integration of authority needed to promote the complementarity of policies and programmes in the economic and social spheres and a multidimensional approach to poverty and inequality; and (c) the regional and international communities will promote coordination among the various organizations and entities interested in linking issues in the social sphere with those in the economic area, in particular trade, integration and international finance, in order to shape new development opportunities in the context of globalization.

Outputs

20.54 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources): ad hoc expert groups: meeting of experts to analyse policies and best practices geared towards promoting effective social citizenship in population groups characterized by very high levels of social vulnerability and exclusion (1); meeting of experts to consider best practices for reducing poverty and inequality in the region, with special attention given to the provision of benefits and reference to eligibility criteria, benefit rules, participation and governance (1); meeting of experts to consider the social cohesion indicators useful for the design of policies and measurement of their progress (1); meeting of experts to consider the extent of complementarity or conflict among policies for combating poverty and reducing inequality, with attention paid to the design of explicit guarantees in social policies and to fiscal responsibility, in particular the tax burden necessary to ensure the solvency and credibility of such policies (1); meeting of experts to consider the current situation and outlook of State welfare institutions, with special attention given to the ways in which the complex relationships among the State, the labour market and families are handled (1); meeting of experts to consider the state of public finances, in particular as regards allocations for distributive programmes (1); meeting of experts to evaluate advances in terms of the effective enjoyment of social rights in the countries of the region (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

  (i) Recurrent publications: *Social Panorama of Latin America*, 2007-2008 and 2008-2009 editions (2);

  (ii) Non-recurrent publications: study on labour risks, with emphasis on the gender and family perspective (1); study on policies and best practices for promoting better citizenship in specific social groups (1); study assessing the enjoyment of social rights in the countries of the region with special emphasis placed on specific groups and given attention to the criteria for situations of vulnerability, discrimination and exclusion (1); study on the best ways to guarantee access to benefits with reference to equal opportunity and poverty reduction criteria, with special consideration given to potential conflicts between the targeting of policies towards the poorest segments of the population and the dimensions of the public budget for distributive purposes (1); study on the determinants and indicators of social risk and their links to dependence (1); study on the role that the private sector and families are called upon to play in the financing, provision of services and administration of social programmes (1); study on the typology and profiles of the welfare States in the region (1); study on the typology of welfare State design options which explicitly set out the role that the State, the family and the labour market should play (1);

(c) Technical cooperation (regular budget and extrabudgetary resources):

  (i) Advisory services: provision of technical cooperation services to countries in the region, at their request, in assessing the social situation, bearing in mind the new risks that the region's integration into the global economy imply for the poorest strata, middle classes and workers, the creation of institutions and the design of policies for confronting such risks and the bases for achieving agreements and promoting citizenship participation;

  (ii) Training courses, seminars and workshops: cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies in the development of training activities on issues related to assessments of poverty and inequality and to studies of the impact of public finances on social policy.

Table 20.17 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 183.9	3 563.0	15	16
Non-post	145.6	145.1	—	—
Subtotal	**3 329.5**	**3 708.1**	**15**	**16**
Extrabudgetary	1 826.9	1 888.2	—	1
Total	**5 156.4**	**5 596.3**	**15**	**17**

20.55 The amount of $3,563,000 in post requirements, reflecting an increase of $379,100, provides for 16 posts. The increase is the net result of: (a) the delayed impact of one new P-2 post established in the 2006-2007 biennium; and (b) the inward redeployment of one P-4 post from subprogramme 9, Natural resources and infrastructure, to strengthen the substantive capacity of the subprogramme, in regard to the design and reform of social protection institutions with a view to strengthening good governance at the country level and in the region. The amount of $145,100 for non-post requirements provides for, inter alia, consultants and experts, and travel of staff.

Subprogramme 5
Mainstreaming the gender perspective in regional development

Resource requirements (before recosting): $1,632,800

20.56 The organizational unit responsible for the implementation of this subprogramme will be the proposed Women and Development Division, a new substantive division which would be created as a result of the upgrading of the Women and Development Unit, currently attached to the Office of the Secretary of the Commission. The main reason underpinning the upgrading of the Unit to Division status is to build up the commensurate substantive and operational capacity at ECLAC to address the increasing demands generated by national mechanisms for the advancement of women in the region. The programme of work has been formulated by drawing upon subprogramme 5 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.57 The subprogramme will focus on advocacy, applied research and capacity-building activities to stimulate the mainstreaming of the gender perspective in public policies, taking into account the ethnic, racial and generational diversity that characterizes the region. The subprogramme will also focus on strengthening national capacities to respond to the most urgent challenges in combating poverty and strengthening good governance against the backdrop of empowering women as citizens. Efforts will continue to be made to strengthen the coordination of gender-related activities among United Nations bodies at both the regional and global levels, in particular within the context of the Executive Committee on Economic and Social Affairs and its working group on the Advancement on Women.

Table 20.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve the mainstreaming of the gender equity agenda into the principal policies of the Governments of the Latin American and Caribbean countries.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress made in the adoption of a gender perspective by countries of the region to follow up on all internationally agreed development goals set forth at major United Nations conferences and summits meetings in the economic and social fields, including those contained in the Millennium Declaration and the 2005 World Summit Outcome	(a) (i) Increased number of countries that have integrated the supplementary indicators proposed by ECLAC into their databases and documents prepared with a view to following up on all internationally agreed development goals contained in the Millennium Declaration and the regional consensuses *Performance measures* 2004-2005: 6 countries Estimate 2006-2007: 10 countries Target 2008-2009: 14 countries
	(ii) Increased number of social programmes that utilize or have resulted from the use of the supplementary indicators proposed by ECLAC to follow up on the development goal contained in the Millennium Declaration related to the promotion of gender equality and the empowerment of women, particularly regarding the promotion of women's economic independence and the monitoring of gender violence *Performance measures* 2004-2005: Not applicable Estimate 2006-2007: 4 social programmes Target 2008-2009: 6 social programmes
(b) Progress made in the implementation of the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean	(b) (i) Number of countries that request advisory services from ECLAC to support their efforts to implement the agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean and to follow up on the internationally agreed development goals contained in the Millennium Declaration

Performance measures

2004-2005: 9 countries

Estimate 2006-2007: 10 countries

Target 2008-2009: 12 countries

(ii) Number of programmes or public policies adopted by the countries of the region in response to the agreements of the tenth session of the Regional Conference on Women in Latin America and the Caribbean

Performance measures

2004-2005: 6 programmes or public policies

Estimate 2006-2007: 8 programmes or public policies

Target 2008-2009: 12 programmes or public policies

External factors

20.58 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the current institutional situation of national mechanisms for gender equity will be maintained or improved in terms of their mission, positioning and agenda in a political environment characterized by stability at the national, regional and international levels and by the negligible consequences of political changes in the countries of the region; and (b) the international community will support and assign priority to gender mainstreaming in the public policies of ECLAC member States as an essential component of regional and international development, taking into account the guidelines established by the General Assembly and Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration.

Outputs

20.59 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Meeting of the Presiding Officers of the Regional Conference on Women in Latin America and the Caribbean: substantive servicing of four meetings of the Presiding Officers of the Regional Conference, including the preparation of reports on the activities of the ECLAC secretariat and substantive documentation (4);

(ii) Substantive servicing of meetings: two inter-agency meetings of United Nations organizations, specialized agencies and programmes, including the preparation of substantive support documents and the relevant reports (2);

   (iii) Ad hoc expert groups: four meetings of experts to consider priority issues emerging from the tenth session of the Regional Conference on Women in Latin America and the Caribbean. Analysis will relate to aspects concerning: the monitoring of violence against women (2008); the involvement of women as citizens and e-government (2008); the correlation between employment, gender and poverty (2009); and gender-related obstacles to the realization of the Millennium Development Goals (2009) (4);

(b) Other substantive activities (regular budget and extrabudgetary resources):

   (i) Recurrent publications: eight issues during the biennium of the *Mujer y desarrollo* series, on the promotion of labour organization in fighting poverty, progress achieved in women's economic independence, e-government and gender equity, migration and gender, reproductive work and time use, and gender equity and ethnic and racial diversity (8);

   (ii) Non-recurrent publications: regional study on advances in the realization of the Millennium Development Goals in the countries of the region, with emphasis on aspects relating to gender equity (1);

   (iii) Technical material: preparation of four studies on specific issues which contribute to gender mainstreaming in the work of the ECLAC system, including the development of gender indicators in the area of violence against women, feasibility and operating conditions for new proposals for social protection, the impact on gender equity of the streamlining of the labour market and gender obstacles to the realization of the Millennium Development Goals (4); two electronic conferences on subjects such as the use of the supplementary indicators proposed by ECLAC for the follow-up to the Millennium Development Goals by national mechanisms for the advancement of women and strategies for the implementation of agreements reached at the tenth session of the Regional Conference on Women in Latin America and the Caribbean (2007) (2); updating of the ECLAC web page on gender statistics with data from the 2008 round of household surveys and other sources (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

   (i) Advisory services: provision of technical cooperation services to countries in the region, at their request, in relation to the use of gender indicators, the design of public policies incorporating the gender perspective, and institution-building for government bodies and entities responsible for, inter alia, policies and programmes for women;

   (ii) Training courses, seminars and workshops: provision of technical cooperation for training activities related to gender mainstreaming in development processes and the public policies of governmental bodies, non-governmental organizations, universities and academic institutions in the countries of the region, upon request;

   (iii) Field projects: it is expected that during the biennium, projects will be under way in the following areas: encouraging access to and use of new technologies for the struggle against poverty among women; follow-up to the Millennium Development Goals from the gender perspective; regional capacity-building for monitoring gender violence, reproductive work and time use. As a cross-cutting issue, the development of gender indicators and a gender database will be given a special emphasis in the execution of all implemented projects.

Table 20.19 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 042.0	1 503.9	5	7
Non-post	128.9	128.9	—	—
Subtotal	**1 170.9**	**1 632.8**	**5**	**7**
Extrabudgetary	172.2	736.6	—	1
Total	**1 343.1**	**2 369.4**	**5**	**8**

20.60 An amount of $1,503,900 in post requirements, reflecting an increase of $461,900, provides for 7 posts. The increase is the net result of: (a) the reclassification of one P-5 post to the D-1 level to head the proposed Women and Development Division, which will facilitate all across-the-board sectoral dialogues, in particular among national mechanisms for the advancement of women, national statistical offices and ministries in the social area (education, health, employment and those with responsibilities for implementing good governance and poverty reduction programmes), and address the increasing demands from ECLAC member States for more value-added services in the fields of gender mainstreaming; and (b) the inward redeployment of one P-2 post from subprogramme 3 and one P-3 post from programme support (Financial Services Section) to strengthen substantive capacity. The proposed redeployment of the P-2 post will enhance the subprogramme's capacity to provide assistance in the subject area related to the care economy and caregiving services for children and elderly persons, the formulation of public policies for reconciling family and work responsibilities, involving both men and women in that process, and the elimination of violence against women. The proposed redeployment of the P-3 post is intended to strengthen the support provided to the Regional Conference on Women in Latin America and the Caribbean and the Presiding Officers of the Regional Conference and, inter alia, to assist stakeholders in strengthening their national capacity in relation to poverty reduction with a gender perspective. The requirements for non-post resources comprise other staff costs, consultants and experts, and travel of staff.

Subprogramme 6
Population and development

Resource requirements (before recosting): $2,978,700

20.61 This subprogramme will be carried out by the Latin American and Caribbean Demographic Centre (CELADE) — Population Division. The programme of work has been formulated by drawing upon subprogramme 6 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.62 The focus of the subprogramme will be on assisting the countries of the region to improve the generation of sociodemographic information and knowledge to facilitate their utilization in the formulation of social programmes, especially those aimed at poverty alleviation and the reduction of social inequities. The subprogramme will also support the efforts of member States to implement and monitor the commitments agreed upon at international conferences, in particular those related to the Programme of Action of the International Conference on Population and

Development, the Madrid International Plan of Action on Ageing and the United Nations High-Level Dialogue on International Migration and Development, as well as the relevant goals and objectives of the Millennium Declaration.

Table 20.20 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the generation of sociodemographic information and knowledge on population issues for use in social programming in the countries of the region.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased technical capacity of the member States of ECLAC to monitor population trends and tackle population and development issues for use in social programming	(a) Increased number of member States making use of new knowledge and information generated under the subprogramme on demographic trends and population and development issues for the design, implementation, monitoring and evaluation of their social programmes and policies
	Performance measures
	2004-2005: 8 member States making use of new knowledge and updated information
	Estimate 2006-2007: 12 member States making use of new knowledge and updated information
	Target 2008-2009: 14 member States making use of new knowledge and updated information
(b) Increased technical capacity of the member States of ECLAC to monitor the progress made in the implementation of the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, as well as the achievement of the relevant objectives and goals of the Millennium Declaration	(b) Increased number of countries that have taken action to achieve the goals and implement the recommendations of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing
	Performance measures
	2004-2005: 6 countries
	Estimate 2006-2007: 10 new countries
	Target 2008-2009: 10 new countries

External factors

20.63 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) socio-economic and institutional stability will prevail in the region or improve in the absence of serious external shocks affecting the established priorities; (b) the international community will support and assign priority to the concerns and needs of ECLAC member States in relation to the implementation of the recommendations of the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing, in accordance with the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration; and (c) the regional community will assign priority to the active integration of sociodemographic factors in the design and application of social policies and programmes in order to improve their effectiveness.

Outputs

20.64 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Sessional Ad Hoc Committee on Population and Development: substantive servicing of the sessional Ad Hoc Committee, including the preparation of technical documents and reports for the biennial follow-up to the Latin American and Caribbean Regional Plan of Action on Population and Development, the Programme of Action of the International Conference on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing (1);

(ii) Ad hoc expert groups: meeting of experts to consider the inclusion of emerging issues in the 2010 round of population censuses, inter alia, those relating to disability, ethnic groups, internal mobility and international migration (1); meeting of experts to examine the progress made in the implementation of the recommendations contained in the Latin American and Caribbean Regional Plan of Action on Population and Development and the Programme of Action of the International Conference on Population and Development (1); two meetings on demographic changes and their consequences for development (2);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: four issues during the biennium of the journal *Notas de Población* to disseminate the results of research and studies on population and development in Latin America and the Caribbean (4); four issues of *Demographic Observatory* (previously well known as *Demographic Bulletin*), containing demographic estimates and population projections (4);

(ii) Non-recurrent publications: document on the main emerging issues and the points to be included in questionnaires for the 2010 round of population censuses (1); study on Latin American and Caribbean migration in the United States of America (1); study on ageing and public policies in the region (1); study on changes in the timing and levels of fertility in the countries of the region with emphasis on adolescent fertility (1); study on demographic changes and sectoral demand in the region (1); study on international migration and development in Latin America and the Caribbean (1); study on the impact of different causes of death, by gender and age, in the context of mortality figures for Latin America and the Caribbean, with particular attention given to such causes as cardiovascular disease, cancer, violence and accidents, and HIV/AIDS (1); study on the situation of infant and child mortality in the countries of the region from the perspective of the internationally agreed development goals, including those contained in the Millennium Declaration and those arising from the International Conference on Population and Development, with special attention given to the particular features of social and ethnic groups and to geographical inequities (1);

(iii) Booklets, fact sheets, wallcharts, information kits: *Redatam Informa* newsletter, and electronic diffusion of its content through the specialized site accessible through the ECLAC portal (2); two issues during the biennium of the bulletin on ageing, containing information on the progress made by countries in the region in the formulation and execution of policies relating to older persons (2);

(iv) Technical material: technical report on procedures for the dissemination and use of data from the 2000 round of population censuses, for the purpose of analysing their implications for the 2010 round (1); technical report on the methodology of population projections in Latin America and the Caribbean, with emphasis on subnational projections (1); development and updating of computer programs to facilitate the use of population statistics, particularly data from censuses and vital statistics, through the combined use of the system for the retrieval of census data for small areas by microcomputer (Redatam) and geographical information systems (2); development of computer modules for population projections at the national and subnational levels (2); maintaining an up-to-date international migration databank for the programme entitled "Investigation of International Migration in Latin America" (IMILA) (2); maintaining and updating of the database on internal migration in Latin America and the Caribbean (MIALC) (2); maintaining and updating of the database on demographic trends and population projections, by gender and age, on the special site accessible through the ECLAC portal (2); maintaining and updating of the database on spatial distribution and urbanization in Latin America and the Caribbean (DEPUALC) (2); maintenance and updating of the databank on ageing in connection with the follow-up to the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing (2); maintenance and updating of the regional databank on censuses on population, housing and vital statistics (2); maintenance and updating of the regional system of indicators for the follow-up to the Programme of Action of the International Conference on Population and Development (2); periodic updating of the contents of the subprogrammes website (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services to countries in the region, at their request, in relation to the Latin American and Caribbean Regional Plan of Action on Population and Development and the Regional Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing; provision of technical cooperation services to countries in the region, at their request, in relation to data collection, demographic analysis and methodologies for the preparation of population projections and estimates; provision of technical cooperation services to countries of the region, at their request, in relation to the incorporation of sociodemographic variables in development policies, programmes and projects; provision of technical cooperation services to countries, at their request, in the design and use of computer applications related to Redatam; provision of technical support services to the region's intergovernmental forums on international migration;

(ii) Training courses, seminars and workshops: workshop on matters relating to the incorporation of sociodemographic variables into development policies, programmes and projects (the workshop will last about one week and is intended for professionals from sectoral ministries); cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies for the development of training activities on emerging issues related to population and development; four workshops on the use of computer applications related to Redatam and the creation of related databases (the workshops will each last about one week, depending on circumstances, and are intended for professionals from national statistical offices); two workshops on the use of new methodologies and tools for the preparation of demographic projections (the workshops will each last about one week and are intended for professionals from national statistical offices).

Table 20.21 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 638.7	2 842.9	15	15
Non-post	135.8	135.8	—	—
Subtotal	**2 774.5**	**2 978.7**	**15**	**15**
Extrabudgetary	1 761.7	1 120.7	1	1
Total	**4 536.2**	**4 099.4**	**16**	**16**

20.65 The amount of $2,842,900 in post requirements, reflecting an increase of $204,200, provides for 15 posts. The increase is a result of the delayed impact of one new P-3 and one new P-2 post established in the 2006-2007 biennium. The non-post requirements of $135,800 provide for other staff costs, consultants and experts, and travel of staff.

Subprogramme 7
Planning of public administration

Resources requirements (before recosting): $1,906,600

20.66 The activities of this subprogramme will be carried out by the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), which acts as the Commission's training centre and plays a normative and coordinating role in the formulation, implementation and evaluation of all training activities offered by ECLAC. The programme of work has been formulated by drawing upon subprogramme 7 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.67 The focus of the subprogramme will be on building the capacity of ECLAC member States for public administration, at the national and local levels, in connection with State modernization, economic and social planning, budgetary and public investment policies and local development policies.

Table 20.22 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve public sector management in the countries of the region with regard to planning, budgeting and local development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge among ECLAC member countries of planning, budgeting and local development approaches in public policies	(a) (i) Increased number of ECLAC member States whose professionals participate in training activities organized by the subprogramme *Performance measures* 2004-2005: 18 member States Estimate 2006-2007: 20 member States Target 2008-2009: 21 member States (ii) Increased percentage of participants rating the courses given by ILPES as "useful" or "very useful" *Performance measures* 2004-2005: 89 per cent of participants Estimate 2006-2007: 90 per cent of participants Target 2008-2009: 91 per cent of participants (iii) Increased number of downloads from the ILPES website of electronic documents and material prepared by the subprogramme *Performance measures* 2004-2005: 780,000 downloads Estimate 2006-2007: 900,000 downloads Target 2008-2009: 2,000,000 downloads
(b) Increased coordination and exchange of experiences among ECLAC member countries on issues relating to planning, budgeting and local development in public policies	(b) (i) Increased number of stakeholders from ECLAC member States participating in intergovernmental forums, technical meetings, seminars and conferences organized by the subprogramme

Performance measures

2004-2005: 650 stakeholders

Estimate 2006-2007: 700 stakeholders

Target 2008-2009: 750 stakeholders

(ii) Increased percentage of ECLAC member countries receiving technical cooperation from ILPES for institutional strengthening on issues relating to planning, budgeting and local development

Performance measures

2004-2005: 20 per cent of member countries

Estimate 2006-2007: 21 per cent of member countries

Target 2008-2009: 22 per cent of member countries

External factors

20.68 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community and, in particular, the member countries of the Regional Council for Planning, will continue to assign priority to public sector management, budgetary policies and local development policies in the region, taking into account the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration; and (b) the socio-economic and institutional environment in the region will remain stable or improve, with no significant external shocks or disruptions affecting the priorities of the programme of work.

Outputs

20.69 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Meeting of the Presiding Officers of the Regional Council for Planning: substantive servicing of two meetings of the Presiding Officers of the Regional Council, 2008 and 2009 (2);

(ii) Ad hoc expert groups: meeting of experts to consider experiences in evaluating public investment programmes in the countries of Latin America and the Caribbean (2); meeting of experts to consider the different experiences and policies relating to local development in the countries of the region (2); twentieth and twenty-first regional seminars on fiscal policy, at which experiences in public administration and budget policies in the countries of the region will be examined (2);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: studies on fiscal policy, public budgets and administration, based on results in the countries of the region, with special attention given to trends and innovations in these areas (2);

(ii) Non-recurrent publications: studies on local development processes in Latin America and the Caribbean (2); studies on methodologies for the evaluation of projects and programmes (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services to the countries of the region, at their request, in relation to planning, fiscal and budgetary policy, modernization of public administration, evaluation of policies, programmes and projects, and local development policies;

(ii) Training courses, seminars and workshops: international courses on local economic development, territorial competitiveness and fiscal decentralization (two in each year of the biennium) (4); international courses on public finances and budgetary policies (two in each year of the biennium) (4); international courses on the preparation, management and appraisal of projects and the logical framework and use of indicators for impact evaluation and environmental assessment (two in each year of the biennium) (4).

Table 20.23 **Resource requirements: subprogramme 7**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 806.8	1 806.8	11	11
Non-post	99.8	99.8	—	—
Subtotal	**1 906.6**	**1 906.6**	**11**	**11**
Extrabudgetary	3 474.7	3 157.2	12	10
Total	**5 381.3**	**5 063.8**	**23**	**21**

20.70 The amount of $1,806,800 in post requirements provides for the continuation of 11 posts. The amount of $99,800 for non-post requirements provides for other staff costs, consultants and experts, and travel of staff.

Subprogramme 8
Sustainable development and human settlements

Resource requirements (before recosting): $3,116,100

20.71 This subprogramme will be carried out by the Sustainable Development and Human Settlements Division. The programme of work has been formulated by drawing upon subprogramme 8 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.72 The focus of the subprogramme will be on advocacy, applied research and the design of policy recommendations to Governments and other stakeholders concerned with sustainable development policies. The work will be organized around three main subject areas, namely: (a) the evaluation of advances in sustainable development in the region; (b) the integration of public policies, the appraisal of externalities and follow-up of international and regional agreements for sustainable development; and (c) sustainable development and human settlements. The issues to be dealt with will include the establishment of systems of sustainability indicators at the country level as the basis for undertaking strategic environmental evaluations and elaborating alternative policy options for implementation at various governmental and territorial levels. The subprogramme will also deal with issues pertaining to the analysis of climate change, the development of clean production mechanisms and the sustainability of human settlements and land management.

Table 20.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the integration of environmental and urban management considerations into economic, social and land use policies in the framework of sustainable development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Fuller understanding by the Governments of the region and other stakeholders of trends and prospects in sustainable development and human settlements	(a) (i) Increased percentage of respondents from the countries of the region participating in seminars and training activities organized under the subprogramme who rate the knowledge gained as "very useful" for their work *Performance measures* 2004-2005: 50 per cent of respondents Estimate 2006-2007: 60 per cent of respondents Target 2008-2009: 65 per cent of respondents (ii) Increased number of online consultations, downloads and direct enquiries by stakeholders and users of the databases and publications produced under the subprogramme *Performance measures* 2004-2005: 18,000 online consultations and downloads Estimate 2006-2007: 1,500,000 online consultations and downloads Target 2008-2009: 2,000,000 online consultations and downloads

(b) Enhanced capacity of the Governments of the region to follow up and make progress in the implementation of international agreements and national plans of action derived from the outcome of the World Summit on Sustainable Development and in the implementation of the United Nations Framework Convention on Climate Change and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(b) Increased percentage of participants from ECLAC member States that present reports at the regional implementation meetings organized under the subprogramme *Performance measures* 2004-2005: Not applicable Estimate 2006-2007: 10 per cent of ECLAC member States presenting reports Target 2008-2009: 30 per cent of ECLAC member States presenting reports

External factors

20.73 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that the international community will support and assign priority to the concerns and requirements of ECLAC member States in regard to the need to guarantee environmental sustainability and incorporate the principles of sustainable development in their development strategies. To this end, the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those deriving from the Millennium Declaration, will be taken into account.

Outputs

20.74 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Commission on Sustainable Development: substantive servicing of meetings: Latin American and Caribbean forum on sustainable development or regional implementation meeting, in preparation for the Commission on Sustainable Development (1);

(ii) Regional Meeting of Ministers and High-Level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean: parliamentary documentation, including the production of technical documents for the Regional Meeting (1);

(iii) Ad hoc expert groups: meeting of experts to consider the lessons learned in implementing policies and instruments that encompass the economic, social and environmental dimensions of sustainable development (1); meeting of experts to examine the dynamics of growth of human settlements in relation to urban and rural land markets (1); meeting of experts to examine the trends in processes that affect sustainable development in Latin America and the Caribbean and their implications for the integration of public policies and institutional adjustments (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Non-recurrent publications: study on changes in settlement patterns based on the different urban development processes in the countries of Latin America and the Caribbean (1); study on finance strategies for sustainable development (1); study on finance strategies for sustainable urban development (1); study on syndromes of sustainable development in Latin America and the Caribbean (1); study on advances in methodologies and in the application of compound indices, and synthetic ways of relating sustainable development indicators (1); study on the characterization and evaluation of externalities in the urban environment (1); study on the economic and environmental implications of relevant international agreements for the countries of the region (1); study on the integration of public policies for sustainable development (1); study on the integration of sectoral policies through strategic environmental evaluations and their possible application in selected countries in the region (1); study on trade strategies for sustainable development (1); report on sustainable development in Latin America and the Caribbean, 2009 (1);

(ii) Technical material: extension of analyses of syndromes of sustainable development to a greater number of countries in the region and identification of syndromes at the regional level (1); updating and upgrading of the database on economic, social and environmental variables and indicators for assessing the progress made towards sustainable development in Latin America and the Caribbean (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services to countries of the region, at their request, in relation to methodologies for constructing indicators of advances towards sustainable development and methodologies for preparing syndromes of sustainable development with a view to evaluating the multiple causalities of the problems of sustainability; provision of technical cooperation services to countries of the region, at their request, in relation to public policies and their links to sustainable development, including the development of environmental goods and services markets, and in response to express requests for carrying out evaluations of environmental performance following the Organization for Economic Cooperation and Development methodology; provision of technical cooperation services to countries, at their request, in relation to urban sustainability, public efficiency in the management of human settlements and disaster impact assessment in urban sectors and in the environment;

(ii) Training courses, seminars and workshops: cooperation with governmental and intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations, at their request, in support of training activities in various areas of public policy for sustainable development; cooperation with governmental and intergovernmental entities, universities, non-governmental organizations and regional and subregional organizations, at their request, in support of training activities in sustainable development assessment; cooperation with governmental entities, universities, non-governmental organizations, regional and subregional organizations, at their request, in support of training activities in management, urban and territorial planning and sustainable urban development; distance course on indicators of sustainable development; distance course on the management of sustainable urban development; regional course on indicators of sustainable development; regional experimental workshop on syndromes of sustainable development; regional workshop on the management of sustainable urban development.

Table 20.25 **Resource requirements: subprogramme 8**

Category	*Resources (thousands of United States dollars)* 2006-2007	2008-2009 (before recosting)	*Posts* 2006-2007	2008-2009
Regular budget				
Post	2 816.6	2 908.4	13	13
Non-post	207.7	207.7	—	—
Subtotal	**3 024.3**	**3 116.1**	**13**	**13**
Extrabudgetary	651.1	919.2	1	1
Total	**3 675.4**	**4 035.3**	**14**	**14**

20.75 The amount of $2,908,400 in post requirements, reflecting an increase of $91,800, provides for 13 posts. The increase relates to the delayed impact of one P-2 post established in the 2006-2007 biennium. The amount of $207,700 for non-post requirements provides for other staff costs, consultants and experts, and travel of staff.

Subprogramme 9
Natural resources and infrastructure

Resource requirements (before recosting): $3,038,100

20.76 This subprogramme will be carried out by the Division of Natural Resources and Infrastructure. The programme of work has been formulated by drawing upon subprogramme 9 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.77 The focus of the subprogramme will be on advocacy, applied research and the provision of advisory services and policy recommendations to the Governments of the region and other stakeholders concerned with the sustainable management of natural resources and the provision of public utility and infrastructure services, in particular in relation to energy, water, mining and transport.

Table 20.26 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the sustainable management of natural resources and the competitiveness of the economies of the region by the transfer to users of efficiencies in the provision of public utilities and infrastructure services.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) Increased number of countries and academic, regional and business institutions that act upon the technical approaches and recommendations offered by the subprogramme *Performance measures* 2004-2005: 20 countries and academic, regional and business institutions Estimate 2006-2007: 24 countries and academic, regional and business institutions Target 2008-2009: 26 countries and academic, regional and business institutions
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on the issues dealt with by the subprogramme	(b) Increased number of decision makers, entrepreneurs and scholars from the countries of the region who consider the subprogramme's contributions to policy harmonization and coordination to be valuable *Performance measures* 2004-2005: 12 decision makers, entrepreneurs and scholars Estimate 2006-2007: 18 decision makers, entrepreneurs and scholars Target 2008-2009: 22 decision makers, entrepreneurs and scholars

External factors

20.78 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) socio-economic and institutional stability will prevail in the region, with no major external shocks or disruptions affecting the priorities of the programme of work; and (b) the international community will support and assign priority to concerns and specific requirements in relation to the sustainable management of natural resources and the provision of public utilities and infrastructure services, in the context of the regional and international development agenda. To this end, the guidelines established by the General Assembly and the Economic and Social Council will be taken into account, together with the internationally agreed development goals, including those deriving from the Millennium Declaration.

Outputs

20.79 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources): ad hoc expert groups: meeting of experts to analyse regional experiences in dealing with regulations in the provision of infrastructure services (1); meeting of experts to analyse the experiences of new national legislations and evaluate indicators of the sustainable development of water resources (1); meeting of experts to examine the sustainable management of energy resources, with attention paid to the advances achieved in regulating the efficient use of energy and incorporating renewable energies (1); meetings of experts to consider developments in and the outlook for transport facilitation in Latin America and the Caribbean (2);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: comparative study on legislation on renewable energies in selected countries in the region (1); comparative study on oil and gas legislation in selected countries in the region (1); study on the development of emission exchange markets and on the participation of countries of the region in such renewable transactions (1); study on the effects of port reforms on the improvement of the competitiveness of selected countries in the region (1); study on the implementation of transport facilitation programmes in landlocked countries, and their impact on competitiveness (1); study on the participation and positioning of mining resources in the international market (1); study on the performance of maritime services in the light of the new international circumstances (1); study to assess developments in the implementation of rules on transport facilitation arising out of multilateral negotiations and free trade treaties in Latin America and the Caribbean (1); studies on public policies for the sustainable management of water resources (2); studies on the behaviour of energy markets and on the expansion of energy systems and the participation of private investment in those systems (2); two studies to assess public policies, regulatory frameworks and private participation in the provision of public utilities and infrastructure services (2);

(ii) Booklets, fact sheets, wallcharts, information kits: *FAL Bulletin*, a monthly publication on trade and transport facilitation in the countries of Latin America and the Caribbean (24 issues in the biennium) (2); information bulletin on water courses and lakes shared by two or more countries (2); newsletter of the Network for Cooperation in Integrated Water Resources Management for Sustainable Development in Latin America and the Caribbean (2);

(iii) Technical material: updating, maintenance and expansion of the maritime profile database, on maritime transport in the region (1);

(c) Technical cooperation (extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services, upon request, to the Energy and Mines Commission of the Latin American Parliament on subjects relevant to the functions of the Commission and the ministries of mining of the countries of the region; provision of technical cooperation to countries in the region, at their request, in relation to the sustainable management of natural resources and the provision of public utilities and infrastructure services;

(ii) Training courses, seminars and workshops: organization of a regional course on the management of natural resources, designed for public and private officials in coordination with ILPES; organization of a two-week regional course for public and private officials involved in the provision and management of infrastructure services;

(iii) Field projects: technical cooperation project, to be implemented during the biennium, on the development of the legal and political frameworks for the promotion of renewable energies and energy efficiency programmes, in the context of the development goals deriving from the Millennium Declaration; technical cooperation project, to be implemented during the biennium, on the harmonization of public policies and regulations for infrastructure services.

Table 20.27 **Resource requirements: subprogramme 9**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 113.7	2 826.4	14	13
Non-post	211.7	211.7	—	—
Subtotal	**3 325.4**	**3 038.1**	**14**	**13**
Extrabudgetary	761.3	1 253.0	1	1
Total	**4 086.7**	**4 291.1**	**15**	**14**

20.80 The amount of $2,826,400 in post requirements, reflecting a decrease of $287,300, provides for 13 posts. The decrease is the result of the outward redeployment of one P-4 post to subprogramme 4 to strengthen the substantive capacity of the subprogramme. The amount of $211,700 for non-post requirements provides for general temporary assistance, consultants and experts, and travel of staff.

Subprogramme 10
Statistics and economic projections

Resource requirements (before recosting): $4,792,000

20.81 The work under this subprogramme will be carried out by the Statistics and Economic Projections Division. The programme of work has been formulated by drawing upon subprogramme 10 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.82 The subprogramme will focus on strengthening the capacity of the national statistical systems of the region to produce and disseminate the statistical information and indicators needed for the design and monitoring of economic and social policies. To this end, the subprogramme will refine the methodologies in the field of national accounts, statistics and projections and provide technical assistance and training to national statistical offices. Areas of work in the economic field will include the incorporation of new dimensions relevant to the design and monitoring of development policy, as well as the expansion of the time horizon of the models used for analysing alternative scenarios. In the social field, the focus will be on increasing the scope of the measurement of well-being and relative poverty, with special attention to socio-economic vulnerability, exclusion and opportunities. The subprogramme will continue to support and strengthen the activities of the Statistical Conference of the Americas of ECLAC, in particular its efforts to harmonize and coordinate statistics in the context of regional integration schemes.

Table 20.28 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the production and timely dissemination of statistical information and indicators used in the design and monitoring of economic and social policies in the region.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Modernization of the national accounts of the countries of the region through the incorporation of the new methodological recommendations adopted at the international level in the framework of the System of National Accounts 1993 and their adaptation to the special needs arising from structural changes in the economies	(a) Number of countries in the region regarded by the Statistical Conference of the Americas as having made satisfactory progress in implementing the System of National Accounts 1993 and incorporated satellite accounts, in accordance with international recommendations and their own requirements *Performance measures* 2004-2005: 9 countries in the region having made satisfactory progress Estimate 2006-2007: 12 countries in the region having made satisfactory progress Target 2008-2009: 13 countries in the region having made satisfactory progress
(b) Increased utilization of projections and economic and social indicators compiled and produced by the subprogramme	(b) (i) Increased number of downloads of the economic indicators and projections made available online by ECLAC *Performance measures* 2004-2005: 300,900 yearly downloads (biennium average) Estimate 2006-2007: 537,000 yearly downloads (biennium average) Target 2008-2009: 600,000 yearly downloads (biennium average) (ii) Increased number of visits and queries from external users to the main economic and social databases of the Statistics and Economic Projections Division *Performance measures* 2004-2005: 11,500 visits and queries from external users (monthly average) Estimate 2006-2007: 13,300 visits and queries from external users (monthly average) Target 2008-2009: 15,000 visits and queries from external users (monthly average)

(c) Strengthened capacity on the part of the countries of the region to monitor the fulfilment of the Millennium Development Goals relating to poverty and social well-being and to design better policies for disseminating harmonized indicators, both at the national level and within the United Nations system	(c) Increased number of countries in the region having made satisfactory progress towards the collection of data and the production of Millennium Development Goals indicators *Performance measures* 2004-2005: 14 countries having made satisfactory progress Estimate 2006-2007: 18 countries having made satisfactory progress Target 2008-2009: 20 countries having made satisfactory progress

External factors

20.83 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) socio-economic and institutional stability will prevail in the region, allowing the normal functioning of and progress of work at the national statistical offices; and (b) the international community will continue to support the work of the Statistical Conference of the Americas of ECLAC and the priorities it sets for statistical development in the region, in response to the specific needs and concerns of ECLAC member States in this field. To that end, the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration, will be taken into account.

Outputs

20.84 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Statistical Conference of the Americas: substantive servicing of meetings: Fifth Statistical Conference of the Americas, including the coordination and monitoring of technical cooperation agreements in various areas related to the technical and institutional development of statistics in the region, the preparation of reports on the activities of the ECLAC secretariat and on outputs and advances in statistical development and international cooperation, as well as the preparation of substantive documentation for presentation at the Conference (6); two meetings of the Executive Committee of the Conference, including the preparation of progress reports on the results and outputs of the programme of work defined by the Conference (12);

(ii) Ad hoc expert groups: meeting of experts to analyse alternative methodologies for simulating scenarios for growth in the medium and long term and their potential for identifying the implications of economic and social policy (1); two meetings of experts to analyse advances in the satellite accounts in respect of development priorities in the region (2); meeting of experts to consider new advances in modelling in open economies and their contribution to short-term forecasting (1); meeting of experts to consider the improvement and harmonization of short-term indicator systems in Latin America and the Caribbean (1); two meetings of experts to evaluate the incorporation of new international recommendations in the implementation of the System of National

Accounts and its adjustment to the characteristics of the economies in the region, within the framework provided by the Latin American Network of Experts on National Accounts (2); two meetings of experts to make recommendations for improvements to the harmonization and homogenization of national indicators and their integration into a system for the monitoring in Latin America and the Caribbean of the achievement of the development goals contained in the Millennium Declaration (2); two meetings of experts to make recommendations on promoting technical and methodological improvements to social information systems and household surveys, in addition to broadening the subject matter and geographical areas covered (2); two meetings of experts to promote and analyse the incorporation of the new international recommendations on nomenclature in basic statistics practices for national and foreign trade in goods and services, to be held in cooperation with the Statistics Division of the United Nations Secretariat and the Statistics Department of the International Monetary Fund (2);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: *Cuadernos estadísticos de la CEPAL*, two issues during the biennium, one analysing and disseminating the results of the 2006 round of international comparisons of purchasing power parities, and one on systematizing national basic statistics on tourism-related activities in the countries of the region (2); *Statistical Yearbook for Latin America and the Caribbean* (2);

(ii) Non-recurrent publications: study on the methodological aspects and implications of the change of base year in national accounts for purposes of intraregional comparability (1); study on the use of purchasing power parities in the measurement and analysis of international competitiveness and poverty (1); studies on macroeconomic projections and trends in productive sectors in Latin America and the Caribbean, based on the main scenarios for the international economy (2); studies on modelling medium and long-term growth scenarios from a sectoral viewpoint, and their quantitative impact on employment trends, with particular attention given to the opportunities and constraints resulting from international integration (2); studies on statistical analysis of the situation of poverty, income equity and distribution, and the dimensions of social well-being in selected countries in the region (2);

(iii) Technical material: maintenance and updating of databases, including the expansion of their historical coverage, the inclusion of new economic, social and environmental topics and the improvement of short-term indicators, thereby improving support for internal and external users and interconnection services, particularly with respect to the economic and social information system of the United Nations (2); maintenance and updating of the databank on input-output matrices and stocks of production factors, including their increased integration into national accounting data and their extension to concepts of social accounting matrices (2); preparation of statistical indicators for the 2008 and 2009 editions of *Social Panorama of Latin America*, in conjunction with the Statistics and Economic Projections Division and the Social Development Division (2); preparation of the statistical summary and economic projections for the *Economic Survey of Latin America and the Caribbean*, 2007-2008 and 2008-2009 editions (2); preparation of the statistical summary and economic projections for the *Preliminary Overview of the Economies of Latin America and the Caribbean*, 2008 and 2009 editions (2);

(c) Technical cooperation (regular budget and extrabudgetary resources):

  (i) Advisory services: provision of technical cooperation services to member States and regional bodies, upon request, in relation to household surveys, social indicators and statistics and in the quantification and analysis of situations of poverty as part of the follow-up to the development goals contained in the Millennium Declaration; provision of technical cooperation services to member States and regional bodies, upon request, in the development of systems for monitoring and modelling economic development and the construction of analytical indicators; provision of technical cooperation services to member States and regional bodies, upon request, in the harmonization of basic economic statistics and the implementation of the most recent revised international nomenclature and of the System of National Accounts 1993 and its satellite accounts;

  (ii) Training courses, seminars and workshops: cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies in support of training activities on topics related to monitoring the achievement of the development goals contained in the Millennium Declaration, and on poverty, income distribution and relevant aspects of social vulnerability;

Table 20.29 **Resource requirements: subprogramme 10**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	4 401.1	4 556.3	25	26
Non-post	235.7	235.7	—	—
Subtotal	**4 636.8**	**4 792.0**	**25**	**26**
Extrabudgetary	779.3	679.4	—	—
Total	**5 416.1**	**5 471.4**	**25**	**26**

20.85 The provision of $4,556,300 in post requirements, reflecting an increase of $155,200, provides for 26 posts. The increase is a net result of: (a) the inward redeployment of one P-3 post from subprogramme 1 to strengthen substantive capacity in the development and dissemination of an updated methodology to measure poverty in the region with an intraregional comparable basis and the further development of socio-economic statistics and indicators to support the preparation of annual in-depth surveys and reports on the progress made in the region towards the attainment of selected Millennium Development Goals; (b) inward redeployment of one General Service (Local level) post from programme support (General Services Section) to strengthen the programmatic support in the receiving subprogramme; and (c) the outward redeployment of one P-2 post to programme support to reorganize and strengthen the structure and capacity of the Human Resources Section. The amount of $235,700 for non-post requirements provides for other staff costs, consultants and experts, and travel of staff.

Subprogramme 11
Subregional activities in Mexico and Central America

Resource requirements (before recosting): $7,712,100

20.86 This subprogramme will be carried out by the ECLAC subregional office in Mexico. The programme of work has been formulated by drawing upon subprogramme 11 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.87 The subprogramme will focus on strengthening the analytical understanding and technical capacity of ECLAC member States in the subregion and promoting cooperation among them in regard to the formulation of strategies and public policies in the areas of poverty reduction and economic and productive development, including the agricultural sector, trade and integration, sustainable energy options and disaster evaluation and risk management. The subprogramme will concentrate on the generation, dissemination and application of innovative knowledge to tackle the development challenges of the subregion and, on that basis, will present public policy options and recommendations to sectoral authorities and other decision makers. The subprogramme will also undertake capacity-building work and promote the organization of specialized forums to share experience, best practices and lessons learned among stakeholders with a view to fostering policy-oriented dialogue on priority issues of the development agenda.

Table 20.30 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to enable the countries in the subregion to fulfil the goals set forth in the Millennium Declaration.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Strengthened understanding and analytical knowledge of ECLAC member States regarding the subregional development agenda and policy options in poverty reduction and economic development	(a) (i) Increased number of member States accessing the services and products of the subprogramme aimed at increasing their analytical understanding of the subregional development agenda and policy options in poverty reduction and economic development *Performance measures* 2004-2005: 10 member States (565 stakeholders from member States) Estimate 2006-2007: 10 member States (620 stakeholders from member States) Target 2008-2009: 10 member States (680 stakeholders from member States) No further increase in the number of member States is possible as all member States are accounted for

	(ii) Increased percentage of member States evaluating as "useful" or "very useful" the products and services of the subprogramme aimed at increasing their understanding in regard to the development challenges of the subregion and policy options in poverty reduction and economic development *Performance measures* 2004-2005: 100 per cent of member States (60 per cent of stakeholders of member States) Estimate 2006-2007: 100 per cent of member States (70 per cent of stakeholders of member States) Target 2008-2009: 100 per cent of member States (80 per cent of stakeholders of member States) No further increase in the number of member States is possible as all member States are accounted for
(b) Increased technical capacities of ECLAC member States in regard to the subregional development agenda and policy options in trade and integration and sustainable development	(b) (i) Increased number of stakeholders accessing services and products of the subprogramme aimed at increasing their technical capacities in regard to the subregional development agenda and policy options in trade and integration and sustainable development *Performance measures* 2004-2005: 415 stakeholders of member States Estimate 2006-2007: 460 stakeholders of member States Target 2008-2009: 500 stakeholders of member States (ii) Increased percentage of stakeholders evaluating as "useful" or "very useful" the subprogramme's products and services aimed at increasing their technical capacities in regard to the development challenges of the subregion and policy options in trade and integration and sustainable development

Performance measures

2004-2005: 60 per cent of stakeholders

Estimate 2006-2007: 70 per cent of stakeholders

Target 2008-2009: 80 per cent of stakeholders

External factors

20.88 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the international community will be responsive to and supportive of the needs and concerns of ECLAC member States, in accordance with the guidelines established by the General Assembly and the Economic and Social Council, as well as the internationally agreed development goals, including those contained in the Millennium Declaration; and (b) socio-economic and institutional stability will prevail in the region with no major disruptions or external shocks.

Outputs

20.89 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Substantive servicing of meetings: meeting of the Committee on Central American Economic Cooperation, including the preparation of substantive documentation and a report (1);

(ii) Ad hoc expert groups: meeting of experts to analyse development challenges and opportunities for the countries of the subregion, based on their strategies for integration into the global economy (1); meeting of experts to consider new opportunities and obstacles for the development of the industrial sector in selected countries of the subregion (1); meeting of experts to consider the integration of issues relating to the quality of economic development and its impact on trends in poverty and social vulnerability (1); meeting of experts to consider the issue of rural poverty, its links to production modalities in the rural sector and the impact of natural phenomena (1); meeting of experts to examine the progress made in integration and trade policies in the subregion (1); meeting of experts to examine recent economic trends and the outlook for Central America, and related policy proposals (1); meeting of experts to examine the sustainability of the energy sector in the subregion (1);

(b) Other substantive activities (regular budget and extrabudgetary resources):

(i) Recurrent publications: study on the competitiveness of the industrial sector in selected countries of the subregion (1); study on trends and challenges in the agricultural sector in selected countries of the subregion (1); study on trends in integration and trade agreements in selected countries of the subregion (1); reports on economic developments in the countries of the subregion in 2007 and the outlook for 2008, to be completed in 2008 (10); reports on economic developments in the countries of the subregion in 2008 and the outlook for 2009, to be completed in 2009 (10); studies on recent economic developments and the prospects for the Central American subregion in 2007-2008 and 2008-2009 (2);

(ii) Non-recurrent publications: study on migration and remittances in selected countries of the subregion (1); study on policies for advancing gender equity in selected countries of the subregion (1); study on prospects for the improved integration of selected subregional industrial or service sectors in the international sphere (1); study on successful approaches to overcoming rural poverty through productive activities (1); study on the development agenda and growth in Central America beyond the Dominican Republic-Central America-United States Free Trade Agreement (1); study on the evolution of poverty and social vulnerability in the subregion in the context of progress made towards achieving the development goals contained in the Millennium Declaration (1); study on the impact of disasters and/or vulnerabilities due to climate change on the progress made towards achievement of the development goals contained in the Millennium Declaration in selected countries of the subregion (1); study on the impact of natural phenomena on the agricultural output and incomes of poor people in selected countries of the subregion (1); study on the participation of renewable sources in the energy matrix and their environmental sustainability in selected countries of the subregion (1); study on the relationship between trade and technological change in selected countries of the subregion (1); study on the sustainability of one of the integrated energy markets of the subregion (1); study on trade policy and economic reform in the context of the Dominican Republic-Central America-United States Free Trade Agreement (1);

(iii) Technical material: contributions to *Preliminary Overview of the Economies of Latin America and the Caribbean*, 2008 and 2009 editions: notes on the economies of the countries of the subregion (2); updating and expansion of the database for the agricultural sector of the countries in the subregion (2); updating and expansion of the database of indicators for the assessment of the socio-economic and environmental effects of natural disasters (1); updating and expansion of the database of social indicators of the countries of the subregion (1); updating and expansion of the database of economic statistics and national accounts of the countries of the subregion (1); updating and expansion of the database on the industrial sector and selected service sectors in the countries of the subregion (1); updating and expansion of the database on trade and integration of the countries in the subregion (1); updating of the database on the electric power sector in the countries of the subregion (1); updating of the database on the hydrocarbons sector of the countries of the subregion (1);

(c) Technical cooperation (extrabudgetary resources):

(i) Advisory services: provision of technical cooperation services to countries of the region and other important actors, at their request, in relation to strengthening their capacities for the design and implementation of economic development strategies and macroeconomic policies, including issues relating to fiscal and monetary policy; provision of technical cooperation to countries in the subregion and other relevant stakeholders, at their request in respect of policies to strengthen institutional and technical capacities for poverty eradication, the promotion of social development and gender equity; provision of technical cooperation to countries of the subregion and other relevant stakeholders, at their request, in relation to environmental sustainability and economic efficiency in the energy sector; provision of technical cooperation to countries of the subregion and other relevant stakeholders, at their request, in relation to the development of the industrial and service sectors, including environmental sustainability, competition and the use of instruments for the analysis of competitiveness; provision of technical cooperation to the countries of the subregion and other relevant stakeholders, that request, in relation to the development of the agricultural sector and rural areas; provision of technical cooperation to the countries of the subregion and other relevant stakeholders, at their request, in relation to integration processes at the hemispheric, regional or subregional level, to trade negotiations and agreements, and to issues of competitiveness, investment and productivity and the corresponding instruments of analysis; provision of technical cooperation to the countries of the subregion and other relevant stakeholders, at their request, in relation to the development and use of risk indicators, and the prevention and mitigation of natural disasters and the assessment of their socio-economic and environmental effects;

(ii) Training courses, seminars and workshops: courses and workshops for the countries of the subregion and other relevant stakeholders, at their request, on the development and use of risk indicators, and the prevention and mitigation of natural disasters and assessment of their socio-economic and environmental effects.

Table 20.31 **Resource requirements: subprogramme 11**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	7 190.1	7 274.8	41	41
Non-post	451.8	437.3	—	—
Subtotal	**7 641.9**	**7 712.1**	**41**	**41**
Extrabudgetary	1 682.6	1 332.0	1	1
Total	**9 324.5**	**9 044.1**	**42**	**42**

20.90 The provision of $7,274,800 for post requirements, reflecting an increase of $84,700, provides for 41 posts. The increase relates to the delayed impact of one P-2 post established in the 2006-2007 biennium. The amount of $437,300 for non-post requirements, reflecting a decrease of $14,500, provides for other staff costs, consultants and experts, and travel of staff. The decrease in non-post resources relates mainly to reduced requirements for ad hoc expert groups due to fewer participants.

Subprogramme 12
Subregional activities in the Caribbean

Resource requirements (before recosting): $5,363,200

20.91 This subprogramme will be carried out by the ECLAC subregional headquarters in the Caribbean, which also serves as the secretariat of the Caribbean Development and Cooperation Committee. The programme of work has been formulated by drawing upon subprogramme 12 of programme 17 of the biennial programme plan and priorities for the period 2008-2009.

20.92 The subprogramme will focus on analytical work to generate public policy options and recommendations for sectoral authorities and other decision makers, and on capacity-building activities at the country level on national accounting and the analysis of macroeconomic, trade and sectoral policies. It will also aim to gradually develop new capabilities related to economic forecasting and modelling. The subprogramme will assist Caribbean countries in their efforts to implement the Programme of Action for the Sustainable Development of Small Island Developing States and to strengthen national capabilities for the collection of social statistics for monitoring the implementation of the internationally agreed development goals. Efforts will be made to strengthen national capabilities in disaster preparedness and risk reduction strategies by taking advantage of the unique expertise of ECLAC in disaster assessment.

Table 20.32 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen economic and social development, to promote the integration processes among the countries of the Caribbean and to enhance cooperation within the Caribbean subregion with Latin America and with the broader international community.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge of policymakers, researchers and the general public in the subregion of issues related to sustainable development and integration in the context of the Caribbean Basin	(a) (i) Increased number of participants rating as "useful" the meetings and forums organized by the subprogramme *Performance measures* 2004-2005: 300 participants Estimate 2006-2007: 450 participants Target 2008-2009: 600 participants (ii) Increased number of references in policy documents, academic literature and mass media to ECLAC publications and data on development in the Caribbean Basin *Performance measures* 2004-2005: 150 references Estimate 2006-2007: 200 references Target 2008-2009: 300 references
(b) Improved human resource capacity and technical expertise for economic and social policymaking in the Caribbean	(b) (i) Increased number of participants in training activities organized by the subprogramme who assess the training received as "useful" or "very useful" for their work *Performance measures* 2004-2005: 150 positive assessments Estimate 2006-2007: 160 positive assessments Target 2008-2009: 200 positive assessments

(ii) Increased number of requests for technical assistance in the Caribbean satisfactorily fulfilled by the subprogramme

Performance measures

2004-2005: 98 requests satisfactorily fulfilled

Estimate 2006-2007: 274 requests satisfactorily fulfilled

Target 2008-2009: 400 requests satisfactorily fulfilled

External factors

20.93 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) socio-economic and institutional stability will prevail in the region with no major external shocks that could affect the regional development agenda and priorities; (b) the international community will continue to support and assign priority to the integration endeavours in the Caribbean, such as the establishment by 2008 of the Caribbean Single Market and Economy, and the economic partnership agreements with the European Union are also in place; and (c) the Caribbean regional community will continue to improve coordination of economic policies within existing integration schemes and will strive to expand the integration process, with the eventual incorporation of other actors that play a significant role in the subregion.

Outputs

20.94 During the biennium, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary resources):

(i) Caribbean Development and Cooperation Committee: substantive servicing of meetings: meeting of the Monitoring Committee of the Caribbean Development and Cooperation Committee (1); session of the Caribbean Development and Cooperation Committee, involving the preparation of reports and the relevant substantive documentation, to address the progress made in regard to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (4);

(ii) Ad hoc expert groups: meeting of experts to discuss issues pertaining to the information society in the Caribbean (1); meeting of experts to discuss risk reduction strategies in the Caribbean (1); meeting of experts to examine the development of environmental technologies in the Caribbean (1); expert group meeting on social marginalization, crime and violence in the Caribbean (1); expert group meeting to examine critical areas in the provision of social services and economic security programmes, in particular for vulnerable population groups (1); expert group meeting to review achievements in implementing major global and regional programmes of action in the area of population and development (1); expert group meeting to review achievements in improving social statistics for measuring and monitoring the progress made towards achieving the Millennium Development Goals (1); meeting of experts to discuss trade integration and productive restructuring in the Caribbean (1); meeting of experts to examine macroeconomic policy coordination in the Caribbean, with a special focus on fiscal and monetary policy regimes (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Major Statistical Publications of Caribbean Countries — Abstracts* (1); *Economic Survey of the Caribbean* (annual publication) (2); *Caribbean Development Report* (two issues in the biennium) (2);

(ii) Non-recurrent publications: study on approaches to assessing the development of the information society in the Caribbean (1); study on critical issues in migration, with particular reference to the analysis of remittance flows (1); study on disaster management in selected countries of the Caribbean subregion (1); study on economic modelling in the Caribbean (1); study on energy issues in the Caribbean (1); study on fiscal policy regimes in the Caribbean, focusing on the process of implementing reforms and its failures and successes (1); study on planning for social policies and poverty reduction in the Caribbean (1); study on policies to address social marginalization and to combat crime and violence in the Caribbean (1); study on risk reduction in the Caribbean (1); study on structural changes in the Caribbean, with special emphasis on the linkages between the service sector and the other sectors of economic activity (1); study on the cumulative effects of natural disasters and their development implications for the subregion (1); study on the development of biotechnology in the Caribbean (1); study on the financial resources for investment needed to achieve the Millennium Development Goals (1); study on the impact of new global, hemispheric and regional trade agreements on the Caribbean countries (1); study on the objectives, instruments and transmission mechanisms of monetary policy in the Caribbean (1); study on the progress achieved in implementing the Mauritius Strategy (1); study on the progress made in information and communications for development in the Caribbean (1); study to assess the degree of implementation of various programmes of action in the area of population and development (1); study to identify critical issues in regard to the provision of social security for vulnerable population groups (1); study to identify the linkages between gender equality, poverty and the achievement of Millennium Development Goals (1);

(iii) Booklets, fact sheets, wallcharts, information kits: electronic publication of *Current Awareness Bulletin* (12 issues in the biennium) (2); monthly online publication of the newsletter, *Current Contents* (24 issues in the biennium) (2); publication of the quarterly bulletin *UN Focus on the Caribbean*, covering activities carried out by the ECLAC subregional headquarters for the Caribbean (8 issues in the biennium, in English only) (2);

(iv) Technical material: report on the use of databases of social and gender statistics in the development of policies and programmes (1); contributions to *Preliminary Overview of the Economies of Latin America and the Caribbean*, 2008 and 2009 editions: notes on the economies of the countries of the subregion (2); development of a website for sharing information on gender issues in the subregion (2); preparation of inputs for databases on social statistics located at ECLAC headquarters and for the annual flagship publications *Social Panorama of Latin America* and *Statistical Yearbook of Latin America and the Caribbean* (2); regular updating and improvement of the website and the Caribbean Digital Library database (2); regular updating and maintenance of the economic statistics databases and the framework for modelling and forecasting in the Caribbean (2); regular updating and maintenance of the sustainable development databases (2); regular updating and maintenance of the trade statistics databases (2); updating and maintenance of the Caribbean social statistical database (2);

(c) Technical cooperation (extrabudgetary resources):

(i) Advisory services: provision of technical cooperation to countries of the region, upon request, with respect to social policies in the region; provision to countries of the region, upon request, of technical cooperation with respect to international collaboration within the Caribbean and between the Caribbean and Latin America and to the working group of associate member countries to support specific initiatives; provision to countries of the region, upon request, of technical cooperation in respect of macroeconomic policy issues, including trade and integration, investment and sectoral policies; provision to countries of the region, upon request, of technical cooperation in respect of policies on information and communication technologies in the region; provision to countries of the region, upon request, of technical cooperation in respect of policies oriented towards promoting environmental technologies in the Caribbean, including disaster preparedness and risk reduction;

(ii) Training courses, seminars and workshops: three-day training course on trade statistics analysis for students of international trade (1); two-day training workshop on economic modelling for researchers and staff of planning institutes, central banks and similar institutions (1); training workshop for national statistical offices to strengthen national capacities in demographic analysis and to ensure the inclusion of standardized gender indicators in the collection of data for the 2010 census (1); one-week training workshops on disaster impact assessment and risk reduction strategies for government personnel involved in disaster assessment and prevention strategies (2); two-day seminar on change management for information specialists (1); two-day workshop on personal knowledge management for senior policymakers in Government institutions (1);

(iii) Field projects: it is expected that a technical cooperation project to enhance the capacities of the countries of the subregion to collect, disseminate and analyse social statistics will be executed during the biennium.

Table 20.33 **Resource requirements: subprogramme 12**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	5 020.3	5 020.3	34	34
Non-post	342.9	342.9	—	—
Subtotal	**5 363.2**	**5 363.2**	**34**	**34**
Extrabudgetary	213.0	735.8	—	—
Total	**5 576.2**	**6 099.0**	**34**	**34**

20.95 The amount of $5,020,300 for post requirements provides for the continuation of 34 posts. The amount of $342,900 for non-post requirements relates to other staff costs, consultants and experts, and travel of staff.

D. Programme support

Resource requirements (before recosting): $37,616,700

20.96 The activities carried out under programme support comprise conference services, library services, management of technical cooperation activities and administration and common services.

20.97 Programme support comprises: (a) conference services, the functions of which relate to the provision of substantive services for the meetings of the intergovernmental organs of ECLAC, the provision of conference services to ECLAC and the publications programme, distribution of ECLAC and United Nations publications; (b) library services, providing information services to ECLAC staff members and external users, the publication of bulletins and bibliographies on a periodic basis and the provision of services to remote users through the Internet, with the ECLAC Library acting as the United Nations depository library in Chile of all official documentation produced by the Organization; (c) management of the ECLAC technical cooperation activities formulated to supplement those funded from the regular budget, with the subprogramme geared towards strengthening and expanding the economic and social research agenda and applying research findings to the advisory services and training provided for the benefit of ECLAC member States; (d) administration and common services, providing the overall management and coordination of administrative services, policy formulation and the establishment of managerial and administrative guidelines at ECLAC, human resources management, financial management, general support services, implementation and administration of the Integrated Management Information System (IMIS), language training and electronic information activities.

Outputs

20.98 During the biennium 2008-2009 the following outputs will be delivered:

(a) *Conference services*. Activities are carried out by the Documents and Publications Division in Santiago and the Editorial, Documents and Conference Services. The main activities relate to: (i) the provision of technical services to the meetings of the policymaking organs of ECLAC and other intergovernmental meetings held under its auspices; (ii) the provision of conference services to the meetings of policymaking organs of ECLAC and other intergovernmental meetings held under its auspices, including translation, interpretation, editing and verbatim reporting; (iii) the publications programme and distribution of ECLAC publications; and (iv) collaboration with the United Nations Sales and Marketing Section in the commercial distribution of United Nations publications;

(b) *Library services*. Library services are provided to ECLAC staff members and external users by the libraries at Santiago and Mexico City. Activities include the publication of bulletins and bibliographies; the provision of services to remote users through the Internet; the United Nations depository library in Chile; the establishment of agreements and cooperation with other libraries in the subregion; the dissemination of the substantive documentation of ECLAC; the processing of external bibliographic resources and information in support of the substantive activities of the Commission in the subregion; answering reference queries; the publication of bulletins and bibliographies on paper and through electronic means; and the daily updating of the section of the ECLAC web page pertaining to the Library;

(c) *Management of technical cooperation activities*. The activities are carried out by the Project Management Unit of the Programme Planning and Operations Division. The ECLAC programme of technical cooperation activities is formulated to supplement those funded from the regular budget. The regular programme of technical cooperation (sect. 22 of the budget) is also managed by the Programme Planning and Operations Division so as to bring programmatic and substantive coherence to both components of the technical cooperation activities carried out by ECLAC. Both are part of a programme designed with a holistic approach and driven by the same set of substantive and programmatic priorities at the departmental level. The two components complement each other and are shaped by common logical framework models at the subprogramme level. The ECLAC programme is geared towards strengthening and expanding the economic and social research agenda and applying research findings to the advisory services and training provided for the benefit of ECLAC member States. It plays an active role in integrating substantive activities financed from extrabudgetary funds with those financed from the regular budget. It is also aimed at maintaining a mutually supporting balance between substantive research and operational activities. The anticipated outputs during the biennium are as follows:

(i) Publication of reports on the activities carried out by the ECLAC system to support and/or promote technical cooperation among developing countries at the regional, subregional and national levels; institutional arrangements for current technical cooperation activities in developing member States of ECLAC; operational activities carried out in the region to promote interregional cooperation;

(ii) Provision of advisory services to Governments and/or regional institutions in the identification and/or elaboration of technical cooperation programmes and project proposals, to be implemented at the regional, national or interregional level;

(iii) Coordination with the technical cooperation focal points at other regional commissions for the promotion of interregional cooperation activities;

(iv) Consultations with other regional organizations that carry out technical cooperation in Latin American and the Caribbean to identify priorities to be included in the regional programme;

(v) Collaboration with substantive units in the ECLAC system and subregional offices for the preparation and implementation of projects to promote and support the components of technical cooperation among developing countries in the ECLAC programme of work;

(vi) Assistance to Governments in the identification of technical cooperation needs and opportunities and in the preparation of project proposals;

(vii) Preparation of project agreements and proposals in accordance with the operational and financial rules and procedures established by the contributing organization, institution or Government and by the United Nations;

(viii) Preparation of budgets for activities funded from extrabudgetary sources;

(ix) Monitoring project implementation;

(x) Administration of extrabudgetary funds, in close collaboration with the substantive units responsible for the implementation of projects;

(d) *Administration and common services*. The main activities of the Division of Administration are: (i) the overall management and coordination of administrative services, policy formulation, the establishment of managerial and administrative guidelines at ECLAC, and overseeing administrative activities at the two ECLAC subregional headquarters in Mexico City and Port of Spain and the five national offices; (ii) human resources management, comprising the recruitment, placement and career development of staff, staff administration and classification, maintenance of the classification system for General Service posts established under administrative instruction ST/AI/410, the internship programme, medical and employee assistance, general advice and individual counselling; (iii) financial management and control through the establishment of procedures for the control and maintenance of regular budget and extrabudgetary funds, implementation of financial regulations and rules and financial reporting and accounting, including treasury services; (iv) general support services, including communications and transportation, procurement, facilities management and maintenance, and archives and records management; (v) planning and coordinating the implementation and administration of IMIS in the ECLAC system; (vi) language training at all ECLAC duty stations (excluding training activities funded centrally and directed by the Office of Human Resources Management); and (vii) the electronic information activities carried out by the Electronic Information Section, in consultation with the ECLAC Information Management Committee, the main activities of which are to advise the Executive Secretary on policy formulation for the automation processes at ECLAC, including the allocation of material and financial resources; providing technical advice and support services to substantive areas and ensuring the appropriate functioning of the ECLAC automation platform, including the website, Internet, communications and IMIS services; and supervising the maintenance of the computer hardware of ECLAC and ensuring the security of its information systems.

Table 20.34 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	26 917.8	26 369.1	193	190
Non-post	11 525.4	11 247.6	—	—
Subtotal	**38 443.2**	**37 616.7**	**193**	**190**
Extrabudgetary	863.2	733.2	10	10
Total	**39 306.4**	**38 349.9**	**203**	**200**

20.99 The amount of $26,369,100 in post requirements, reflecting a decrease of $548,700, provides for 190 posts. The decrease is the net result of: (a) the outward redeployment of one P-3 and one General Service (Local level) post from administration (overall management) to executive direction and management to combine programme budgeting with the strategic planning functions; (b) the outward redeployment of one General Service (Local level) post from administration (general services) to subprogramme 10 to strengthen programmatic support; (c) the outward redeployment of one P-3 post from programme support (Financial Services Section) to subprogramme 5 to increase substantive capacity; (d) the inward redeployment of one P-2 post from subprogramme 10 to programme support to reorganize and strengthen the structure and capacity of the Human Resources Section; (e) the abolition of one P-2 post for building management and maintenance services under administration (general support services); (f) the abolition of one General Service (Local level) post under administration (general support services); (g) the proposed establishment of one National Officer post as Chief of Maintenance under administration (general support services), reflecting the need for the incumbent to have the requisite experience, knowledge of local practice in the sphere of facilities management, building codes and construction issues and to possess national certification; and (h) the proposed establishment of one National Officer post as Medical Officer, reflecting the need for the incumbent to have the requisite experience in local practices, knowledge of the medical facilities at the duty station and national certification to practise, thereby providing the best services and support to the staff of ECLAC.

20.100 The amount of $11,247,600 for non-post requirements includes resources for other staff costs; travel of staff; contractual services (including language teachers); general operating expenses, comprising, inter alia, rental and maintenance of premises etc.; supplies and materials; and acquisition and replacement of equipment, furniture and vehicles.

Table 20.35 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/60/7 and Corr.1)	
The Advisory Committee notes with satisfaction that the number of videoconferences increased by 60 per cent, from an average of 22 per month in 2004 to an average of 35 per month in 2005. The Committee was informed that this had significantly improved coordination with the subregional offices. The Committee welcomes this progress and notes that the resources requested for travel of staff have decreased slightly, by $20,300, or 1.3 per cent. The Committee expects that the increased use of videoconferencing will have a more significant impact on travel requirements in the coming biennium and requests ECLAC to report on progress in this area in the proposed programme budget for the biennium 2008-2009 (para. 68).	The increased use of videoconferencing as a communication tool continues to enhance coordination and has ensured the greater participation of staff members in discussions of programmatic importance. While the use of videoconferencing has produced marginal savings in travel costs, it has definitely enhanced coordination with the field. Efforts to reduce travel requirements through the adoption of strict economy measures and negotiation with airlines are ongoing. A reduction of $25,400 is estimated for the biennium 2008-2009. In 2006, the number of videoconferences was 307, compared to 151 in 2004 and 258 in 2006, demonstrating the increasing use of this tool.
On a related matter, the Committee notes an increase of $155,000 for communications costs, due in part to the increased use of videoconferencing resulting in long-distance charges. In this regard, the Committee urges ECLAC to contain costs through better use of the available information and communication technology infrastructure (para. V. 69).	ECLAC has made significant efforts to contain costs through the productive use of information and communication technology infrastructure and efforts to utilize low-cost service providers. A reduction of $233,500 in the resources required for communications is anticipated in the biennium 2008-2009.
The Advisory Committee notes that at $19,285,400, the overall level of extrabudgetary resources for the 2006-2007 biennium is showing a projected decrease of $2,480,100 at this stage. However, even though the funding from the United Nations Development Programme and the United Nations Population Fund has decreased, it has not been withdrawn	ECLAC has continued to make significant fund-raising efforts. However, a slight decrease in the extrabudgetary resources available is foreseen for the biennium 2008-2009. This is mainly due to (a) the upcoming finalization of two major projects funded by the European Commission and (b) the difficulties encountered with donors (most notably

Brief description of the recommendation	*Action taken to implement the recommendation*
completely, as is the case in some other commissions ... The Committee urges ECLAC to vigorously pursue its fund-raising efforts and to report on the progress in this area in the proposed programme budget for the biennium 2008-2009 (para. V. 70).	international organizations and regional development banks) when the contract terms of these partners are contrary to the financial rules of the United Nations. Despite efforts to develop standard agreements, ECLAC has been unable to overcome some of the difficulties encountered. On the other hand, ECLAC has managed to establish cooperative relationships with new donors (e.g., Secretaria General Iberoamericana, Ibero-American General Secretariat, Agencia Española Internacional de Cooperación and Swedish International Development Cooperation Agency) and it is expected that these will result in future partnerships which will mobilize additional extrabudgetary resources.
Board of Auditors (A/61/5, vol. I, chap. II)	
The Board noted that refunds to donors of \$598,332 pertaining to accounts of ECLAC were offset from voluntary contributions income instead of being presented as a separate line item after the net excess (shortfall) of income over expenditure. The closing instructions from the Accounts Division for the preparation of the financial statements for the biennium 2004-2005 emphasized that the new general ledger account (Refund to Member States and donors) should be used to account for such refunds and closed to the fund balance at the end of the financial period (para. 71).	Refunds to donors are being reported as a separate line item after the net excess (shortfall) of income over expenditure. Financial statements as at 31 December 2006 show refunds to donors of US\$ 118,115.
There was no record of property accountability of staff owing to non-issuance or renewal of personnel property receipts (… ECLAC in Trinidad and Tobago, ECLAC in Mexico ...) there was misclassification of property items/special items/group items — furniture (… ECLAC in Trinidad and Tobago, ECLAC in Mexico …) (para. 114 (c)).	The ECLAC office in Port-of-Spain has issued and/or updated personal property receipts through the assignment of equipment forms. This exercise is carried out on an annual basis. The ECLAC office in Mexico initiated a property accountability recording procedure in June 2006, whereby custody slips for signature were prepared for the items assigned to staff members. A circular explaining the process was sent to all staff members. The responsibility for equipment for common use has been assigned to the General Services Unit.

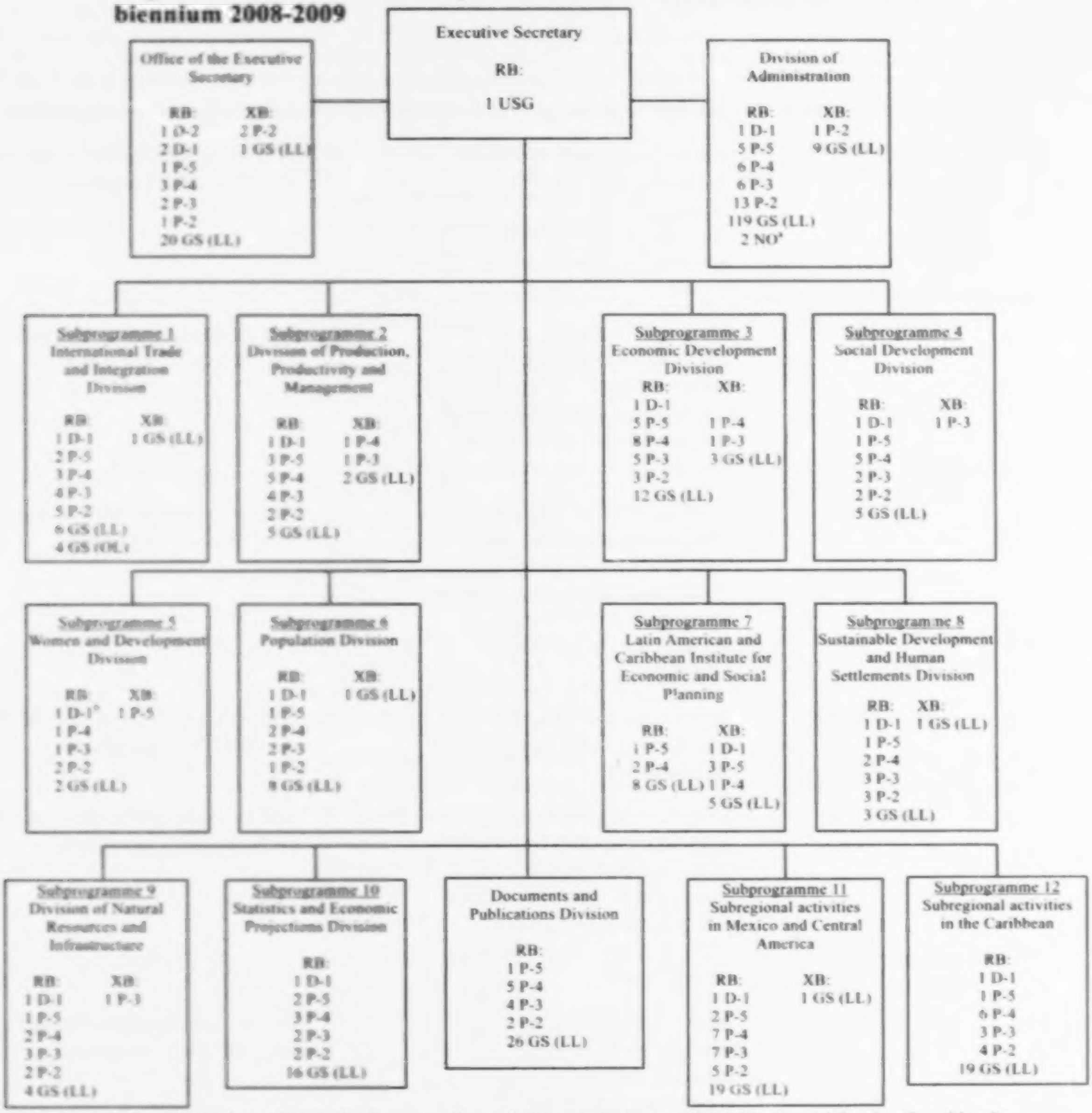
Brief description of the recommendation	*Action taken to implement the recommendation*
	The ECLAC office in Port-of-Spain (with the support of the Receiving and Property Control Unit in Santiago) has taken action to classify properly non-expendable property in accordance with administrative instruction ST/AI/ 2003/5.
… items for disposal or unserviceable items of property were not monitored, as evidenced by misclassification, non-reconciliation of the records of the Facilities Management Service with the offices and non-reporting of items for disposal (… ECLAC in Trinidad and Tobago …) (para. 114 (d)).	The issue has been addressed. The ECLAC office in Port-of-Spain has submitted three cases to the Local Property Survey Board in Santiago for writing off furniture and equipment. Two cases are still pending.
The Board [recommends] that the Administration ensure that substantive offices submit progress reports for ongoing projects and terminal reports for completed projects in a timely manner and that ECLAC maintain project expenditures within the authorized allotments (paras. 184 and 186).	Substantive offices are submitting progress and terminal reports within the deadlines established donors. ECLAC executing divisions and the Administration are using the Project Tracking system (PROTRACK) linked to IMIS to check on the availability of funds and thereby avoid exceeding the authorized allotment.
At ECLAC, recorded as ex gratia payments were compensation awarded to a staff member who won an appeal regarding termination of service ($76,000) and compensatory payments to staff members who won appeals on irregularities in the appraisal system and post classifications ($26,744); these should have been recorded under termination indemnity and compensatory payments. ECLAC commented that use of object code 1082 (ex gratia payments) was allowed by the certifying officer on the assumption that the expenditure qualified as such. This was considered an error of judgement and not an intentional oversight. ECLAC agreed to review closely the usage of object codes in the future (paras. 222-223).	The audit recommendation was accepted and implemented. Effective 1 January 2006, this type of expenditure has been recorded under termination indemnity (object code 1053).
While the Board took note of the Organization's efforts to improve this stage of the procurement process, continuing problems have persisted during procurement planning. Requisitions by the various offices at Headquarters and by field offices are made on an as-needed basis, which implies the lack of an annual procurement plan (ECLAC in Mexico, ECLAC in Trinidad and Tobago …) (para. 516).	In 2006, the ECLAC office in Port-of-Spain started to develop procurement plans to guide the procurement process. In 2006, the ECLAC office in Mexico started to prepare annual procurement plans to manage the procurement process.

Brief description of the recommendation	*Action taken to implement the recommendation*
At offices away from Headquarters, several contracts and/or purchase orders were awarded to vendors which were not registered (ECLAC in Mexico ...) The Board recommends that the Administration deal only with suppliers duly listed in the roster of vendors to protect the interests of the United Nations, and comply with the provisions of the United Nations Procurement Manual in regard to vendor selection (paras. 539-540).	The ECLAC office in Mexico has implemented a vendor registration process and maintains a database of registered vendors. Purchase orders and contracts are processed only with registered vendors.
The Board noted that several purchase orders were prepared and issued by ECLAC in Trinidad and Tobago after the goods had been delivered or the services rendered, including orders sent in 2004 for deliveries dating back to 2001 and 2002 (para. 543).	This practice ceased in 2005. All purchase orders are issued prior to the receipt of goods and services.
At ECLAC in Trinidad and Tobago, there were cases of advance payments being made without documented reasons that supported the claim (para. 544). The Administration agreed with the Board's recommendation that it comply with established procedures for the procurement of goods and services (para. 546).	No advance payments to suppliers are made by the ECLAC office in Port-of-Spain. Suppliers which propose such terms of payment are informed of the United Nations policy and in most cases the requirement for advance payment is waived. There are a few instances of low-value contracts where the suppliers are unwilling to release goods and be paid at a later stage. In such cases, cheques are issued and released simultaneously with the delivery or collection of goods.
There was no common roster of consultants as each division or department maintained its own list (… ECLAC in Mexico …) or there was no roster at all (… ECLAC in Santiago …) (para. 652 (a)).	The ECLAC office in Mexico has a common roster of consultants and contractors, which has been available on the Intranet since June 2005. Complete documentation supporting the selection of each contractor or consultant (including a description of skills, prior engagements and experience) is provided on the roster.
Consultants and contractors were allowed to commence work prior to the approval of their contracts (ECLAC in Santiago …) (para. 652 (c)).	A circular was sent to all staff on 27 April 2006 establishing clearly the standards expected of contract requests, so that no consultants or contractors are allowed to commence work prior to approval. Since June 2006, ECLAC has maintained a strict standard of no retroactive approval of contracts. To ensure that complete terms of reference are included in all contract requests, clear templates and guidelines have been designed and are used by all units.

Brief description of the recommendation	*Action taken to implement the recommendation*
The terms of reference … in several cases did not form part of the consultant contracts (... ECLAC in Trinidad and Tobago …) (para. 652 (e)).	Terms of reference are now either an integral part of or attached to all contracts issued by the ECLAC office in Port-of-Spain to consultants or individual contractors. All staff members involved in the preparation of requests for consultants or contractors have been made aware of this requirement and such requests are routinely checked for compliance. The terms of reference generally provide the following information: background/justification; objectives; delivery dates; methodology for the specific outputs of the assignment; and qualifications needed for the particular assignment.
A forged cheque in the amount of 689,500 Chilean pesos (the equivalent dollar amount was not disclosed by the Administration) was presented for payment on 15 April 2004 at the ECLAC bank account in Chile by unknown persons. There was no financial loss to the United Nations because the forgery was discovered by the bank cashier, who subsequently informed ECLAC of the matter. To minimize the possibility of its recurrence, ECLAC continued to minimize cheque issuance and utilize electronic fund transfers instead (para. 852 (b)).	ECLAC has continued to minimize cheque issuance and utilizes electronic fund transfers instead. The number of cheques issued has dropped from 5,638 in 2003 to 2,255 in 2006 (a 60 per cent reduction). ECLAC has continued strengthening its controls. Memorandums dated 5 July 2005 and 8 June 2006 have been issued with the purpose of providing clear guidelines in regard to the submission of claims, including the completion of forms and the supporting documentation to be presented. No other cases of presumptive fraud have been identified.

Economic Commission for Latin America and the Caribbean

Organizational structure and post distribution for the biennium 2008-2009


Executive Secretary
RB:
1 USG
Office of the Executive Secretary
RB:
1 D-2
2 D-1
1 P-5
3 P-4
2 P-3
1 P-2
20 GS (LL)
XB:
2 P-2
1 GS (LL)
Division of Administration
RB:
1 D-1
5 P-5
6 P-4
6 P-3
13 P-2
119 GS (LL)
2 NO^a
XB:
1 P-2
9 GS (LL)
Subprogramme 1
International Trade and Integration Division
RB:
1 D-1
2 P-5
3 P-4
4 P-3
5 P-2
6 GS (LL)
4 GS (OL)
XB:
1 GS (LL)
Subprogramme 2
Division of Production, Productivity and Management
RB:
1 D-1
3 P-5
5 P-4
4 P-3
2 P-2
5 GS (LL)
XB:
1 P-4
1 P-3
2 GS (LL)
Subprogramme 3
Economic Development Division
RB:
1 D-1
5 P-5
8 P-4
5 P-3
3 P-2
12 GS (LL)
XB:
1 P-4
1 P-3
3 GS (LL)
Subprogramme 4
Social Development Division
RB:
1 D-1
1 P-5
5 P-4
2 P-3
2 P-2
5 GS (LL)
XB:
1 P-3
Subprogramme 5
Women and Development Division
RB:
1 D-1^b
1 P-4
1 P-3
2 P-2
2 GS (LL)
XB:
1 P-5
Subprogramme 6
Population Division
RB:
1 D-1
1 P-5
2 P-4
2 P-3
1 P-2
8 GS (LL)
XB:
1 GS (LL)
Subprogramme 7
Latin American and Caribbean Institute for Economic and Social Planning
RB:
1 P-5
2 P-4
8 GS (LL)
XB:
1 D-1
3 P-5
1 P-4
5 GS (LL)
Subprogramme 8
Sustainable Development and Human Settlements Division
RB:
1 D-1
1 P-5
2 P-4
3 P-3
3 P-2
3 GS (LL)
XB:
1 GS (LL)
Subprogramme 9
Division of Natural Resources and Infrastructure
RB:
1 D-1
1 P-5
2 P-4
3 P-3
2 P-2
4 GS (LL)
XB:
1 P-3
Subprogramme 10
Statistics and Economic Projections Division
RB:
1 D-1
2 P-5
3 P-4
2 P-3
2 P-2
16 GS (LL)
Documents and Publications Division
RB:
1 P-5
5 P-4
4 P-3
2 P-2
26 GS (LL)
Subprogramme 11
Subregional activities in Mexico and Central America
RB:
1 D-1
2 P-5
7 P-4
7 P-3
5 P-2
19 GS (LL)
XB:
1 GS (LL)
Subprogramme 12
Subregional activities in the Caribbean
RB:
1 D-1
1 P-5
6 P-4
3 P-3
4 P-2
19 GS (LL)

Abbreviations: RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary; GS (LL), General Service (Local level); NO, National Officer; GS (OL), General Service (Other level).

[a] Proposed new post.

[b] Proposed reclassification

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1, Linkages with the global economy, regional integration and cooperation			
20.37 (a)	Meeting of experts to review or examine the repercussions of the growing interdependence of markets on the most vulnerable social groups	1	Will be completed by the end of the 2006-2007 biennium
20.37 (a)	Meetings of experts to review trends in market globalization and their impact in terms of access to markets for products and services exported by the region	2	Will be completed by the end of the 2006-2007 biennium
20.37 (a)	Meeting of experts to examine national trade policies in the light of trends in the system of multilateral trade rules and the development of subregional, regional and hemispheric integration	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on new markets for the countries of Latin America and the Caribbean	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on the adaptation of the specific regulatory framework of the services sector to the international trade disciplines, with a view to strengthening regulation and supervision in various sectors	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on the effects of linkages with the world economy on the national economies with regard to employment, sectoral restructuring and integration of the national production apparatus	1	Will be completed by the end of the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.37 (b) (i)	Study on the main changes in the linkages of the economies of the region to the world economy and the recent trends in the structure and dynamics of international trade	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on the most significant recent trends in the international economy and their impact on the Brazilian economy, in particular on its trade policies	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on the participation of smaller enterprises in international trade, including a comparative analysis of similar experiences in the regions of Asia and the Pacific and Europe	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Study on the interrelationship between the relative mobility of production factors and the institutional level of protection for property rights in the context of regional economic integration	1	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Annual report on the barriers imposed in United States markets on exports from Latin America and the Caribbean	2	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Two studies on changes in the law, policies and institutional issues relating to international trade in the countries of Latin America and the Caribbean and their impact on economic integration	2	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (i)	Two studies on the characteristics of selected service sectors in the Latin American and Caribbean countries, with emphasis on linkages between these sectors and the rest of the economy and their effects on job creation and the dissemination of technology	2	Will be completed by the end of the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.37 (b) (i)	Two studies on the effects of trends in the information economy on external demand for products and on the production structure in the region, the repercussions of the global trend to create value added on goods and services through intangible assets (information and knowledge), and the capacity of the region to adjust its production structure to the new conditions of international production as a means of enhancing its export competitiveness (one in each year of the biennium)	2	Will be completed by the end of the 2006-2007 biennium
20.37 (b) (iii)	Updating the transport statistics system for the countries of the Asociación Latinoamericana de Integración, where the original data are generated	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**21**	
Subprogramme 2, Production and innovation			
20.42 (b) (ii)	Study on the characterization and location factors of rural employment in service-related activities	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.42 (b) (ii)	Study relating to changes in service activities in countries in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.42 (b) (ii)	Study on capacities for design and implementation of regulatory policies	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.42 (b) (ii)	Study on development policies for reducing rural poverty	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.42 (b) (ii)	Study on human capital development and knowledge	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.42 (c) (ii)	Organization of training workshops, in conjunction with government bodies and private entities of countries that request it, on the use of the CAN (Competitive Analysis of Nations) software	1	Will be completed by the end of the 2006-2007 biennium. No further requests are expected
	Subtotal	**6**	
Subprogramme 3, Macroeconomic policies and growth			
20.47 (a)	Meeting of experts to consider the implications of the different exchange rate regimes in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.47 (a)	Meeting of experts to consider economic growth and development in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.47 (b) (ii)	Study on the interrelations between governance and development in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**3**	
Subprogramme 4, Social development and equity			
20.53 (a) (i)	Fifth meeting in follow-up to the World Summit for Social Development	10	This meeting was at first postponed and then cancelled by the organizers (the host Government)
20.53 (a) (i)	Regional intergovernmental preparatory meeting for the five-year review of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance to assess the implementation of the recommendations of the World Conference five years later (2007)	10	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (a) (ii)	Meeting of experts to examine the effects of economic reforms and structural adjustments on the socio-economic stratification of selected Latin American and Caribbean countries	1	
20.53 (c) (i)	Provision of technical cooperation services to countries in the region that request them on social reforms and the implementation of integrated systems for the formulation, appraisal and oversight of social projects	1	Project successfully completed
20.53 (c) (i)	Provision of technical cooperation services to the countries that request them on methods for collecting and analysing statistical information for the preparation or updating of diagnostic studies on social issues	1	Will be completed by the end of the 2006-2007 biennium. No further requests are expected
20.53 (a) (ii)	Meeting of experts to examine good practices in the educational reforms under way in the region, evaluate the impact of different actions on equity in educational access and achievement and develop proposals for optimizing the impact of social programmes on equity in the educational sector	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (a) (ii)	Meeting of experts on the contribution of United Nations instruments against organized crime and corruption to the consolidation of human security	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (a) (ii)	Meeting of experts to analyse the recommendations of the Global Commission on Migration	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (a) (ii)	Meeting of experts to examine the sociocultural situation of young people in the region, including the gender perspective and policies for improving this situation through mechanisms for social inclusion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (a) (ii)	Meeting of experts to analyse issues concerning the situation of Latin American and Caribbean families	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (a) (ii)	Meeting of experts on early warning and prevention of armed conflicts	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (a) (ii)	Meeting of experts to analyse the impact of the segmented quality of formal education and unequal access to connectivity in the intergenerational reproduction of social stratification	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Two studies on the situation and proposing recommendations for improving equity in access and educational achievements as part of the *Políticas sociales* series	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on the prevention of illegal drug use in Latin America and the Caribbean, with emphasis on the definition of new criteria and good practices in the field that seek to combine the prevention of such use with the implementation of social integration mechanisms for vulnerable groups	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (b) (ii)	Study on the social situation of indigenous and Afro-descendant groups in countries of the region, with proposals for improving their situation	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Two studies on the situation and sociocultural dynamic of young people in countries of the region, including the gender perspective, with proposals for promoting social inclusion of young people	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Analytical study of the economic and social situation of families in selected countries in the region, from the gender perspective	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Analytical study on the changes in the socio-economic stratification of selected countries in the region and their consequences for policies geared towards combating poverty and reducing inequalities	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on synthesizing the results linked to the methodological and technical aspects of national studies on social stratification in countries of the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Analytical study on the impact of structural reforms and economic adjustments on social stratification	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on the impact of unequal access to education and connectivity on the intergenerational reproduction of social stratification	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (b) (ii)	Study on the implementation of the recommendations of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance five years after its holding, with special reference to the human rights of migrants, displaced populations and sufferers of acquired immunodeficiency syndrome (AIDS)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on economic, social and cultural rights, based on case studies of the pre-conflict, conflict and post-conflict reconstruction phases of situations	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on the vulnerability of civilians in conflict zones as potential victims of trafficking in human beings	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (ii)	Study on the contribution of the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption to the fight against impunity for the violation of economic, social and cultural rights	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (b) (iii)	Development of a methodological tool, in printed or audio-visual form, for the implementation of social programmes from the social capital perspective	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (c) (i)	Provision of technical cooperation services to countries that request them on incorporating the human rights perspective in development policies, the formulation of public policies on early warning and prevention of conflicts and on the international instruments and mechanisms that contribute to human security	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Cooperation with governmental entities, universities, non-governmental organizations and regional and/or subregional bodies for the development of at least two training activities relating to assessments and proposals for improving the quality and equity of education in selected countries and the region as a whole	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Organization of a training course for governmental and non-governmental groups which execute programmes and projects on poverty in two selected countries in the region, in order to implement a methodological tool for the implementation of social programmes from the perspective of social capital	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Organization of a workshop for users of the methodological tool for the implementation of social programmes from the perspective of social capital, with a view to collecting experiences of its application and to perfecting it	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (c) (ii)	Cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies for the development of at least two training activities on the situation of illegal drug use in the region and the definition of new criteria and good practices for optimizing the impact of programmes and policies in preventing such use	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies for the development of at least two training activities on the region's social agenda	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Cooperation with governmental entities, universities, non-governmental organizations and regional and subregional bodies for the development of at least one training activity on the situation of indigenous peoples and Afro-descendants in the region and with institutional changes and policies for improving their situation	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.53 (c) (ii)	Organization of two regional courses for public officials, police and armed forces on the electoral, human rights and humanitarian deployment components in peacekeeping missions	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.53 (c) (iii)	Execution of technical cooperation projects on issues, such as: vulnerable populations in accordance with the definition of the Millennium Declaration, with special emphasis on children in armed conflict zones; the fight against trafficking in human beings; and the fight against the manufacture of and illicit trafficking in small arms	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**55**	
Subprogramme 5, Mainstreaming the gender perspective in regional development			
20.58 (a) (i)	Tenth session of the Regional Conference on Women in Latin America and the Caribbean, including the preparation of reports on the activities of the ECLAC secretariat and the substantive documentation to be presented at the Conference	6	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.58 (a) (iii)	Subregional preparatory meetings for the tenth session of the Regional Conference on Women in Latin America and the Caribbean	1	Will be completed by the end of the 2006-2007 biennium. This is a recurrent output that follows a three-year cycle and is therefore not synchronized with the United Nations biennial budget cycle. It will appear again as a recurrent output in the 2010-2011 biennium
20.58 (b) (ii)	Study on progress made with regard to the status of women in the region in the context of the Mexico City Consensus, the Beijing Platform for Action and the Millennium Development Goals, for presentation at the tenth session of the Regional Conference on Women in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.58 (b) (iv)	Preparation of studies on specific issues which contribute to the incorporation of the gender perspective in the work of the ECLAC system. Topics to be covered include the development of gender indicators in the area of headship of households, social security and the participation of women in decision-making; the development of horizontal and vertical segmentation of the labour market between men and women; and progress made in the region in creating poverty eradication programmes which have the objective of achieving people-centred sustainable development	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
Carried forward from 2002-2003 biennium (A/56/6 (Sect. 19), para. 19.51 (b) (iii))	Study on advances in the equitable distribution of family responsibilities between men and women (priority B)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.58 (b) (iii)	Information leaflet and brief notes, prepared in collaboration with the Information Services Unit, for distribution at the tenth session of the Regional Conference on Women in Latin America and the Caribbean (second half of 2007)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**11**	
Subprogramme 6, Population and development			
20.63 (a) (ii)	Meeting of experts to consider demographic aspects of poverty	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (a) (ii)	Meeting of experts to consider the use of vital statistics in generating population estimates and in monitoring social programmes	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.63 (a) (ii)	Meeting of experts to consider the lessons learned and the best practices linked to the Regional Implementation Strategy for the International Plan of Action on Ageing	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (i)	Technical report on the use of data obtained from the 2000 round of censuses	1	Will be completed by the end of the 2006-2007 biennium
20.63 (b) (ii)	Study on emerging patterns in fertility and in sexual and reproductive health, and their links to poverty reduction	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (ii)	Study on the status of the mortality rate in selected countries in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (ii)	Study on how the situation of older persons in Latin America and the Caribbean has changed pursuant to the Regional Implementation Strategy for the International Plan of Action on Ageing	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (ii)	A study on the ties of emigrants to their countries of origin	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (ii)	Technical report on the quality and completeness of vital statistics in Latin America	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (ii)	Study on the sociodemographic characteristics of makeshift settlements (poor neighbourhoods or slums) in various countries in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (iv)	Methodological report on the preparation of projections for specific populations (urban-rural, economically active and others)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.63 (b) (iv)	Development of a new version of the computer programme for demographic projections (PRODEM)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.63 (b) (iv)	Methodological report on the procedures for using census data to map and characterize makeshift settlements	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**13**	
Subprogramme 7, Planning of public administration			
20.68 (a) (i)	Thirteenth meeting of the Regional Planning Council and of the Conference of Ministers and Heads of Planning of Latin America and the Caribbean (2006)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (a) (iii)	Meetings of experts to consider such issues as budget policies, public sector management and local development policies	3	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (a) (iii)	Meeting of experts to consider experiences in programme evaluation of the countries in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (b) (ii)	Two studies on assessment methodologies for projects and programmes in specific sectors	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (b) (iii)	*ILPES Bulletin* on subjects relating to the subprogramme (average of 4 issues in the biennium)	2	Will be completed by the end of the 2006-2007 biennium.
20.68 (b) (iii)	Electronic information bulletin on the most significant substantive topics of the subprogramme (average of 10 issues in the biennium)	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (b) (iv)	Preparation of technical documents and presentations related to the main substantive topics of the subprogramme, in compact disc format (average of 16 in the biennium)	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (c) (ii)	International courses on the preparation and appraisal of projects (average of 1 in each year of the biennium)	2	Will be completed by the end of the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.68 (c) (ii)	International courses on economic reforms and strategic State management (average of 1 in each year of the biennium)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (c) (ii)	International courses on specific topics, such as the management and evaluation of public policies, and the financing of social security (average of 2 in each year of the biennium)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.68 (c) (ii)	International courses on specific topics, such as the management of project implementation, the logical framework methodology and the use of impact assessment indicators (average of 2 in each year of the biennium)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**18**	
Subprogramme 8, Environment and human settlements			
20.73 (a) (iii)	Meeting of experts to consider issues related to the planning and management of human settlements	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.73 (b) (i)	Study on the advances made in sustainable development in Latin America and the Caribbean	1	Will be completed by the end of the 2006-2007 biennium
20.73 (b) (ii)	Study on the advances in the region in the application of the outputs of the World Summit on Sustainable Development (Johannesburg, 2002)	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.73 (b) (ii)	Study on trade policies for sustainable development	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.73 (b) (ii)	Study on the advances made by civil society in sustainable development in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.73 (b) (ii)	Study on the advances made in Latin America and the Caribbean in the implementation of the Habitat Agenda and of the Latin American and Caribbean Regional Plan of Action on Human Settlements	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.73 (b) (ii)	Study on the innovative policies for the sustainable development of human settlements in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.73 (b) (ii)	Study on urban policies, with emphasis on urban financing	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**8**	
Subprogramme 9, Natural resources and infrastructure			
20.78 (a)	Meeting of experts to consider the progress achieved in the integration of energy markets in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.78 (a)	Meeting of experts to consider the impact of the provision of infrastructure services and public utilities on the competitiveness of countries in the region, taking into account the situation of landlocked countries	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.78 (a)	Meeting of experts to consider the impact of international agreements on the provision of infrastructure and public utilities	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.78 (b) (i)	Study on the policies and mechanisms adopted to increase the share of renewable energies in the energy grids of the countries in the region	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.78 (b) (i)	Comparative study on legislation relating to natural resource management	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.78 (b) (i)	Study on the impact of international agreements and trade liberalization on the provision of infrastructure and public utilities	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**6**	
Subprogramme 10, Statistics and economic projections			
20.84 (a) (ii)	Meeting of experts to consider the improvement and harmonization of short-term indicator systems in Latin America and the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.84 (a) (ii)	Meeting of experts to consider the integration of issues relating to science and technology into national accounting practices	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.84 (b) (ii)	Two studies on aspects of income equity and distribution, and the dimensions of social well-being in selected countries in the region	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.84 (b) (ii)	Study on the incorporation of issues relating to science and technology into national accounting methods	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.84 (b) (ii)	Two studies on the modelling of economic policy options and their quantitative effects on medium and long-term trends in growth and employment, with special emphasis on the impact of structural changes and the transfer of technological advances to productive processes	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**7**	

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 11, Subregional activities in Mexico and Central America			
20.89 (a)	Meeting of experts to consider specific topics relating to social policy reforms, poverty trends and social vulnerability	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (a)	Meeting of experts to consider changes in the structure of trade in goods and services and the competitiveness of the productive sectors	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (a)	Meeting of experts to consider the relationship between trade, investment and growth in the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (a)	Meeting of experts to discuss and analyse the evolution and challenges in the agricultural sector	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (a)	Meeting of experts to consider the relationship between the economy and the environment	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (a)	Meeting of experts to consider topics relating to the management of risks associated with natural disasters in the context of the development strategies in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on fiscal and monetary policies in selected countries of the subregion, in the context of regional integration	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on social policy reforms in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on changes in the structure of trade in goods and services and competitiveness in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.89 (b) (ii)	Study on the relationship between trade, investment and growth in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on new methods of risk management and agricultural credit in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on human capital formation in rural areas of selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on competition and the environment in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on the restrictions and outlook for sustainable development of the energy sector in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on natural resources and the Millennium Development Goals in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.89 (b) (ii)	Study on risk management policies for natural disasters in development strategies in selected countries of the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
	Subtotal	**16**	
Subprogramme 12, Subregional activities in the Caribbean			
20.95 (a) (i)	Subregional meeting in follow-up to the Latin American and Caribbean Regional Plan of Action on Population and Development and the International Conference on Population and Development	10	Will be completed by the end of the 2006-2007 biennium
20.95 (a) (iii)	Subregional meeting in follow-up to the World Summit for Social Development	1	Will be completed by the end of the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.95 (c) (i)	Provision of advisory services to countries of the subregion, upon request, on issues relating to new phases of the implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, including the formulation of national development strategies, the conceptualization of approaches applicable to problem areas and the formulation of project proposals. These services can also encompass topics such as the economic, social and environmental impact of natural disasters in the Caribbean subregion	1	Will be completed by the end of the 2006-2007 biennium
20.95 (c) (i)	Provision of technical cooperation to countries in the subregion, upon request, in areas relating to the contribution of science and technology to sustainable development in the Caribbean	1	Will be completed by the end of the 2006-2007 biennium
20.95 (a) (iii)	Two subregional intergovernmental meetings for the integrated follow-up of the implementation of global commitments undertaken at the international conferences and summit meetings convened in the 1990s under the auspices of the United Nations (International Conference on Population and Development, Fourth World Conference on Women, World Summit on Sustainable Development and Millennium Summit)	2	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iii)	High-level technical meeting of Caribbean authorities responsible for water resources management	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.95 (a) (iv)	Meeting of experts to consider the fiscal impact of trade liberalization on the Caribbean economies	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of senior statisticians and specialized personnel of data-producing governmental agencies to discuss the ownership and sharing of information	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to consider sustainable development from a human rights perspective and the challenges it represents for the Caribbean small island developing States	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to examine the interrelationships between population and socio-economic development in the Caribbean subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to examine social policies and programmes to address the needs of the most vulnerable population segments in the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to discuss the collection, dissemination and use of social statistics for application in social policy formulation	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to consider gender equality issues	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (a) (iv)	Meeting of experts to consider the implications of hemispheric integration for tourism policies and tourism incentive legislation in the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
20.95 (a) (iv)	Meeting of specialists to examine the new challenges for the Caribbean in the information field	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (i)	Selected statistical indicators of Caribbean countries (2 issues in the biennium and electronic publication of material)	2	Will be completed by the end of the 2006-2007 biennium
20.95 (b) (ii)	Study on the factors that influence capital market development in the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study on the relationships between debt accumulation and economic growth in the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study on the implications of trade liberalization for trade performance and competitiveness in the Caribbean	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study on the outlook for tourism-based Caribbean economies	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study on the economic and social impact of the exclusion of the associate member countries of ECLAC from the Free Trade Area of the Americas	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study to analyse changes in gender relations in the subregion	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study to analyse changes in the population structure of the Caribbean countries, with special attention to issues related to ageing	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium
20.95 (b) (ii)	Study on the movement of people as a consequence of the Caribbean Community (CARICOM) Single Market and Economy	1	Non-recurrent output to be completed as programmed in the 2006-2007 biennium

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Part V
Regional cooperation for development

Section 21
Economic and social development in Western Asia

(Programme 18 of the biennial programme plan and priorities for the period 2008-2009)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixty-second Session, Supplement No. 6* (A/62/6/Add.1).

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Overview

21.1 The overall orientation of programme 18 is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and other countries of the world. ESCWA is responsible for the implementation of the programme.

21.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) of 9 August 1973 and 1985/69 of 26 July 1985, establishing ESCWA and amending the terms of reference to underscore the social functions of the Commission. Further direction is provided in ESCWA resolution 220 (XX) of 27 May 1999, by which the ESCWA member countries adopted the Beirut Declaration, which envisioned an enhanced role for the Commission at the regional level; and, by the recommendation of the Commission at its twenty-first session (May 2001) that activities focus on a limited number of priorities, on Arab regional integration and on the study of mechanisms that would activate such integration. The internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, dealing with such matters as trade, sustainable development, social development, finance, and information and communication technologies, provide further policy direction to the programme.

21.3 Political instability, foreign occupation and the lack of adequate structural reforms influence economic performance in the countries of the region. While recent hikes in international energy prices have brought a surge of economic boom in most energy exporting countries of the region, other countries continue to face difficulties in mobilizing domestic and foreign direct investment. The region is in need of economic and social policies that ensure social justice and equitable distribution of wealth. The prevalence of technology in the region, especially information and communication technologies — a powerful enabler of development — remains below the international average.

21.4 Furthermore, the region has the second highest population growth in the world, following Africa, creating increasing demand for food, water and energy, and adequate infrastructure to provide basic shelter, education, health care and other social services and productive employment opportunities. This requires the countries of the region to coordinate efforts and mobilize more resources for the provision of regional public goods, including water management, environmental sustainability, the social safety net and coordination and harmonization in trade policies and procedures, transport infrastructure and conflict resolution and peacebuilding.

21.5 The countries of the region also continue to experience some of the highest unemployment rates in the world, especially among the youth. Migration, both towards and away from ESCWA countries, is a regional issue that needs to be addressed within the framework of international human rights treaties, taking into account regional economic considerations. Women's equal rights to and opportunity for economic and political participation should be further encouraged, although the region achieved general success in making the secondary and tertiary education systems far more accessible to both sexes equally. Among the vulnerable groups, those who suffer most live in the least developed and conflict-stricken countries of the region.

21.6 There persists a strong need to improve the institutional capacity to produce timely, reliable and comparable statistics for policy and programme formulation and for monitoring the progress made towards the achievement of internationally agreed development goals, including the Millennium Development Goals. Regular monitoring of the effects of foreign occupation on economic and social development in the region is increasingly becoming important.

21.7 For the biennium 2008-2009, ESCWA will pursue the programme objective by promoting economic and social integration among its member countries at the subregional and regional levels and fostering solidarity in the international political arena and global economy. Such regional integration between member countries could be scaled up to cover the Arab region through strategic partnerships with subregional and regional organizations, especially the League of Arab States (LAS) and the Gulf Cooperation Council. The programme will focus on the four regional priority areas: (a) managing water and energy; (b) promoting integrated social policies; (c) stimulating economic development and integration in the increasingly globalizing world; and (d) accelerating the introduction and development of technology, especially information and communications technology. Throughout the programme, the emphasis will be placed on the effective participation and involvement of women and their advancement, special consideration for the people living in conflict-stricken countries and statistical capacity development. Attention should be focused on Arab regional integration and the study of mechanisms that would activate this integration.

21.8 ESCWA will carry out analytical and normative work, building on its accumulated knowledge and multidisciplinary expertise, which will be supported by the provision of technical cooperation. It will also facilitate multilateral dialogue, knowledge-sharing and networking on the outcome of the Commission's work and the national, regional and global development issues. In addition, ESCWA will provide a regional platform for the member countries to formulate and implement regional initiatives, agreements and programmes.

21.9 It is expected that regional support provided by ESCWA will contribute towards: (a) increased national capacity to formulate and implement economic and social policies and programmes that are pro-poor and inclusive, and to tackle transboundary issues; (b) provision of joint responses to address multifaceted problems encountered by the countries in the region through the coordinated efforts and consolidated resources of the United Nations entities; (c) enhanced work of the Economic and Social Council and its functional commissions for the review and assessment of progress made in implementing the outcomes of United Nations conferences and summits in the economic, social and related fields; and (d) increased knowledge-sharing and South-South cooperation among the countries in the region and with countries in other regions, thereby promoting regional and interregional cooperation.

21.10 The programme will be harmonized through regular interaction with the other entities of the Executive Committee on Economic and Social Affairs and the entities of the United Nations Development Group. The latter will be achieved through the Regional Coordination Group, which is led by ESCWA. ESCWA will enhance its collaboration with the subregional office for North Africa of the Economic Commission for Africa to ensure synergies in thematic and operational work and to bring its expertise to the countries in the North African subregion, which share common language and cultural values.

21.11 For the period 2008-2009, subprogrammes 3 and 4 are proposed to be merged into one subprogramme. An internal review carried out in December 2005 demonstrated that many mandates were common to both subprogrammes. Hence, issues of economic growth and development and financing for development issues, including the implementation of the Monterrey Consensus, which have been dealt with by two subprogrammes in the past few years, are proposed to become the responsibility of subprogramme 3, Economic development and integration, to complement and increase synergy. Consolidating the two subprogrammes will also facilitate the strategic repositioning of economic analysis work with a view to making it more objective-oriented, that is, geared to achieving sustained high growth, employment creation and/or poverty alleviation, on the one hand, and creating space for operationalizing findings, conclusions and recommendations of studies and meetings into policy advice and capacity development, on the other.

21.12 Furthermore, a new subprogramme 7 is proposed on conflict mitigation and development that will address the impact of the persistent instability and conflict on economic and social development in Western Asia, which affects not only the countries concerned but also neighbouring countries and the region as a whole. The subprogramme aims to give concrete expression to the interlinkages between peace and security, development and human rights, in accordance with the 2005 World Summit Outcome and relevant ESCWA resolutions. The subprogramme focuses on pursuing sustainable development goals in a context of tension and insecurity to address the increasing poverty levels and the deteriorating quality of life in the afflicted areas. It will also increase understanding of the causes of conflict and instability to enable the countries to take appropriate measures to reduce their vulnerability, strengthen advocacy and capacity-building on issues of good governance and promote the replication of good practices.

21.13 The overall resources proposed under this section amount to $56,809,900, reflecting a resource growth of $485,300, or 0.9 per cent, compared with the revised appropriation for the biennium 2006-2007. The increase is the result of a range of adjustments in the activities and related resources proposed for this section, as reflected in table 21.3 below, which may be summarized as follows:

(a) The decrease of $12,300 for policymaking organs is due to reduced requirements for interpretation services;

(b) The increase of $49,300 under executive direction and management is the net result of: (i) proposed reclassification of the post of the Secretary of the Commission from P-5 to D-1 level as a result of merging the functions of the Special Assistant to the Executive Secretary and the Secretary of the Commission ($44,400); and (ii) additional non-post requirements ($4,900);

(c) The increase of $1,010,200 under the programme of work is the net result of: (i) an increase of $1,015,900 under posts owing to the redeployment of three posts (1 P-5 and 1 Local level to subprogramme 2 and 1 Local level to subprogramme 4) from programme support ($572,300) and the delayed impact of the establishment of four posts (1 P-2 in subprogramme 1, 1 P-2 and 1 P-3 in subprogramme 3, and 1 P-3 in subprogramme 6) in the biennium 2006-2007 ($443,600); and (ii) a marginal decrease under non-post requirements ($5,700);

(d) The decrease of $561,900 under programme support is the net result of: (i) a decrease as a result of the outward redeployment of three posts to the subprogrammes as outlined above ($572,300); and (ii) an increase of $10,400 under non-post resources, as a result of additional requirements for the ESCWA contribution to the joint medical services unit, partially offset by reduced requirements under contractual services and supplies.

21.14 During the biennium 2008-2009, expected extrabudgetary resources, amounting to $9,064,100, would be utilized to supplement resources from the regular budget to finance activities aimed at national capacity-building, including advisory service missions, training workshops and field projects.

21.15 The issue of publications as a part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized below and as described in the output information for each subprogramme.

Table 21.1 **Summary of publications**

Publications	*2004-2005 actual*	*2006-2007 estimate*	*2008-2009 estimate*
Recurrent	27	31	30
Non-recurrent	32	19	23
Total	**59**	**50**	**53**

21.16 Pursuant to General Assembly resolution 58/269 of 23 December 2003, resources identified for the conduct of monitoring and evaluation would amount to $479,400, financed from the programme budget and reflected under subprogrammes 1 to 7.

21.17 It would be recalled that in his note to the General Assembly (A/61/758), the Secretary-General submitted his comments on the recommendations contained in the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205), and identified the time and resources needed to implement the Panel's recommendations. The note is currently under consideration by the General Assembly in its resumed sixty-first session. Accordingly, the proposed resource redeployments and growth sought in the note (A/61/758) have not been incorporated under the present budget section. Following consideration, decisions of the General Assembly on these resource proposals would be incorporated in the budget appropriation at the time of adoption of the programme budget for the biennium 2008-2009 in December 2007.

21.18 The estimated percentage distribution of resources under this section would be as shown in table 21.2 below.

Table 21.2 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Policymaking organs	0.2	—
B. Executive direction and management	6.0	—
C. Programme of work		
1. Integrated management of natural resources for sustainable development	9.9	10.8
2. Integrated social policies	9.1	4.1
3. Economic development and integration	11.9	6.2
4. Information and communication technology for regional integration	6.5	20.8
5. Statistics for evidence-based policymaking	6.0	5.9
6. Advancement of women	4.0	5.7
7. Conflict mitigation and development	3.3	41.5
Subtotal C	**50.7**	**95.0**
D. Programme support	43.1	5.0
Total	**100.0**	**100.0**

Table 21.3 Resource requirements by component

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2004-2005 expenditure*	*2006-2007 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2008-2009 estimate*
			Amount	*Percentage*			
A. Policymaking organs	93.8	138.4	(12.3)	(8.9)	126.1	7.5	133.6
B. Executive direction and management	2 889.2	3 365.4	49.3	1.5	3 414.7	174.8	3 589.5
C. Programme of work	23 566.9	27 770.9	1 010.2	3.6	28 781.1	1 413.6	30 194.7
D. Programme support	23 279.8	25 049.9	(561.9)	(2.2)	24 488.0	1 353.2	25 841.2
Subtotal	**49 829.7**	**56 324.6**	**485.3**	**0.9**	**56 809.9**	**2 949.1**	**59 759.0**

(2) *Extrabudgetary*

	2004-2005 expenditure	*2006-2007 estimate*	*2008-2009 estimate*
Subtotal	**4 753.4**	**11 729.5**	**9 064.1**
Total (1) and (2)	**54 583.1**	**68 054.1**	**68 823.1**

Table 21.4 Post requirements

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*			
	2006-2007	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*	*2006-2007*	*2008-2009*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	1	1	—	—	—	—	1	1
D-1	7	8	—	—	—	—	7	8
P-5	23	22	—	—	—	—	23	22
P-4/3	60	60	—	—	—	—	60	60
P-2/1	18	18	—	—	—	—	18	18
Subtotal	**110**	**110**	—	—	—	—	**110**	**110**
Other								
Local level	144	144	—	—	—	—	144	144
Field Service	1	1	—	—	—	—	1	1
Subtotal	**145**	**145**	—	—	—	—	**145**	**145**
Total	**255**	**255**	—	—	—	—	**255**	**255**

A. Policymaking organs

Resource requirements (before recosting): $126,100

21.19 The Economic and Social Commission for Western Asia is comprised of 13 member States. The Commission, which reports to the Economic and Social Council, provides overall direction to the work of the secretariat. It meets once biennially for five working days, normally at its headquarters. As mandated by resolution 223 (XX) which was adopted on 27 May 1999 at the twentieth session of the Commission, the Preparatory Committee will meet prior to the plenary of the Commission to consider programmatic agenda items. Consequently, the twenty-fifth session will be convened in 2008, with a session comprising the Preparatory Committee Segment (3 days in 2008), followed by the Ministerial Plenary Segment (2 days in 2008).

21.20 The Commission has seven specialized subsidiary intergovernmental committees, six of them meet biennially and one meets annually. During the biennium 2008-2009, the sequence and dates of their sessions will be as follows: (a) the seventh session of the Committee on Energy (subprogramme 1) (2 days in 2008); (b) the eighth session of the Committee on Water Resources (subprogramme 1) (3 days in 2009); (c) the seventh session of the Committee on Social Development (subprogramme 2) (3 days in 2009); (d) the ninth and tenth sessions of the Committee on Transport (subprogramme 3) (3 days in 2008 and 3 days in 2009); (e) the sixth session of the Technical Committee on Liberalization of Foreign Trade and Economic Globalization in the Countries of the ESCWA Region (subprogramme 3) (2 days in 2009); (f) the eighth session of the Statistical Committee (subprogramme 5) (3 days in 2008); and (g) the fourth session Committee on Women (subprogramme 6) (3 days in 2008).

21.21 At its twenty-fourth session, the Commission decided to establish a Technical Committee with the aim of enhancing interaction and close consultation between the members of the Commission and its secretariat on substantive development issues. The sessions of the Technical Committee shall be held every six months (2 days twice in 2008 and 2 days twice in 2009).

21.22 The Advisory Committee of Ambassadors meets quarterly to ensure the continued dialogue between the secretariat and member States. It comprises heads of diplomatic missions in the host country of the Commission, as well as a high-level representative of the host country. The Advisory Committee plays a consultative role and functions as a principal means of communication between member States and the ESCWA secretariat and among member States themselves on important matters requiring attention during the period between the biennial sessions of the Commission (1 day 4 times in 2008 and 1 day 4 times in 2009).

Table 21.5 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Non-post	138.4	126.1	—	—
Total	**138.4**	**126.1**	—	—

21.23 A provision of $126,100, reflecting a decrease of $12,300, is required under: (a) temporary assistance for meetings to provide interpretation and translation services; and (b) general temporary assistance during the session of the Commission, that of the Preparatory Committee, as well as the sessions of its seven subsidiary intergovernmental committees. The reduced requirement is mainly due to lower requirements for interpretation services.

B. Executive direction and management

Resource requirements (before recosting): $3,414,700

21.24 Executive direction and management comprises the Office of the Executive Secretary and the ESCWA United Nations Information Services.

21.25 The Office of the Executive Secretary provides overall direction and integrated management, programme oversight, planning and coordination, as well as policy guidelines to the substantive divisions, the technical cooperation programme and other support services. It ensures that ESCWA plays an effective role in the economic and social development of the region, and that issues of global importance are translated into regional action as mandated by member States. The Office also facilitates the articulation of the collective concerns of member countries by incorporating them into the global agenda. Moreover, the Office maintains effective and regular contact with representatives of member States, to exchange views on substantive issues of mutual concern, with the Executive Office of the Secretary-General and with the regional commissions coordination office in New York. It also ensures: (a) more effective collaboration and coordination between ESCWA and the rest of the United Nations Secretariat, specialized agencies, funds and programmes, as well as international and regional intergovernmental and non-governmental organizations; (b) proper implementation of the work programme of ESCWA as mandated by the General Assembly; and (c) the realization of United Nations system-wide policies and mandates, as well as specific recommendations.

21.26 In addition, the Office of the Executive Secretary is directly involved in the functioning and servicing of the intergovernmental machinery of the Commission, including its biennial session and its subsidiary bodies, the ESCWA Advisory Committee of Ambassadors and the ESCWA Technical Committee. Furthermore, the Office is responsible for: (a) overseeing the coordination of the activities of the secretariat of the United Nations Regional Coordination Group; and (b) ensuring that expert group meetings, workshops and other meetings organized by the divisions in ESCWA contribute to the attainment of overall policy orientation.

21.27 The Office of the Executive Secretary also gives overall direction to services rendered by the ESCWA United Nations Information Services, whose core functions are to disseminate public information on the work of ESCWA throughout the region and to provide information services to the Office and the Divisions of ESCWA. The activities of the ESCWA United Nations Information Services aim at increasing public awareness and understanding of the work conducted by the United Nations, in general, and ESCWA, in particular, and mobilizing public support for the increased role of ESCWA in the economic and social development of the region. These activities will include: disseminating information on the activities carried out by the secretariat to the media; issuing press releases, bulletins, information kits, and other information material such as booklets, newsletters, pamphlets and brochures to cover general and special events; producing quality electronic, audio and video material; launching media campaigns; organizing interviews, press conferences, round-table discussions; participating in major local, regional or international exhibitions; and preparing lectures and briefings on the activities of the United Nations.

Table 21.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The ESCWA programme of work is effectively managed and supported by human and financial resources	(a) (i) Timely delivery of outputs and services *Performance measures* 2004-2005: 90 per cent Estimate 2006-2007: 90 per cent Target 2008-2009: 93 per cent (ii) The efficient and effective use of resources *Performance measures* 2004-2005: 99.3 per cent of expenditure, compared to funds authorized Estimate 2006-2007: 100 per cent of expenditure, compared to funds authorized Target 2008-2009: 100 per cent of expenditure, compared to funds authorized
(b) Timely recruitment and placement of staff	(b) Reduction in the average number of days a Professional post remains vacant *Performance measures* 2004-2005: 146 days Estimate 2006-2007: 188 days Target 2008-2009: 150 days
(c) Improved geographical representation and gender balance of staff	(c) (i) Increased percentage of staff recruited from unrepresented and underrepresented member States in the Commission *Performance measures* 2004-2005: 33.3 per cent Estimate 2006-2007: 35 per cent Target 2008-2009: 35 per cent

	(ii) Increased percentage of women at the Professional level and above for appointments of one year or more *Performance measures* 2004-2005: 44.5 per cent Estimate 2006-2007: 46 per cent Target 2008-2009: 50 per cent
(d) Identification of emerging issues that require attention by member States	(d) Increased number of occasions that member States address issues that have been brought to their attention *Performance measures* 2004-2005: 88 recommendations made by intergovernmental bodies Estimate 2006-2007: 92 recommendations made by intergovernmental bodies Target 2008-2009: 95 recommendations made by intergovernmental bodies
(e) Enhanced coordination in the management of the economic and social activities by the United Nations and other regional actors	(e) Increased number of activities carried out in collaboration with other entities that contribute to enhanced coordination *Performance measures* 2004-2005: 7 per cent of outputs Estimate 2006-2007: 7.5 per cent of outputs Target 2008-2009: 9 per cent of outputs
(f) Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues	(f) (i) Increased media coverage of ESCWA activities *Performance measures* 2004-2005: ESCWA activities are covered in audio, visual and written press 520 times Estimate 2006-2007: ESCWA activities are covered in audio, visual and written press 624 times Target 2008-2009: ESCWA activities are covered in audio, visual and written press 832 times

(ii) Increased number of clients of public information serviced by ESCWA

Performance measures

2004-2005: 1,910 clients

Estimate 2006-2007: 2,850 clients

Target 2008-2009: 3,670 clients

External factors

21.28 The Office is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is political stability in the host country and the region; (b) member Governments will actively participate in the formulation of the ESCWA programme of work; (c) member countries have the capacity and will to reorient their economic and social structures and policies; (d) national institutions will be willing to provide relevant and timely information; and (e) there are no shortfalls in financial resources.

Table 21.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	3 162.9	3 207.3	16	16
Non-post	202.5	207.4	—	—
Subtotal	**3 365.4**	**3 414.7**	**16**	**16**
Extrabudgetary	145.7	—	—	—
Total	**3 511.1**	**3 414.7**	**16**	**16**

21.29 The amount of $3,207,300 under posts, reflecting an increase of $44,400, provides for the funding of the 16 posts as indicated in the above table. The additional requirement relates to the proposed reclassification of the current post of the Secretary of the Commission from P-5 to D-1 level. The proposal reflects the merger of the functions of the Special Assistant to the Executive Secretary (P-4) with those of the Secretary of the Commission (P-5), in line with other regional commissions. The main functions of the new post, Secretary of the Commission/Chief of staff (D-1), would include: (a) planning and servicing the intergovernmental sessions; (b) maintaining relations with member States; (c) leading the gradual introduction, formulation and implementation of an ESCWA knowledge management policy and strategy; and (d) performing the entire array of substantive, administrative and managerial functions previously performed by the Special Assistant.

21.30 The report of the Office of Internal Oversight Services (OIOS) on the inspection of the programme and administrative management of ESCWA (A/61/61) included a recommendation (SP-04-003-014) that a dedicated post of knowledge manager should be established with an incumbent being a recognized expert in that area and provided with all necessary authority and resources to implement the action plan. With the merger of the functions of the post of Special

Assistant with that of the Secretary of the Commission as outlined above, it is proposed that the P-4 post (formerly of the Special Assistant) be used for the functions of Economic Affairs Officer in order to implement the OIOS recommendation. The main functions of the post would be to develop, implement, monitor and continuously improve a knowledge management policy and strategy for ESCWA.

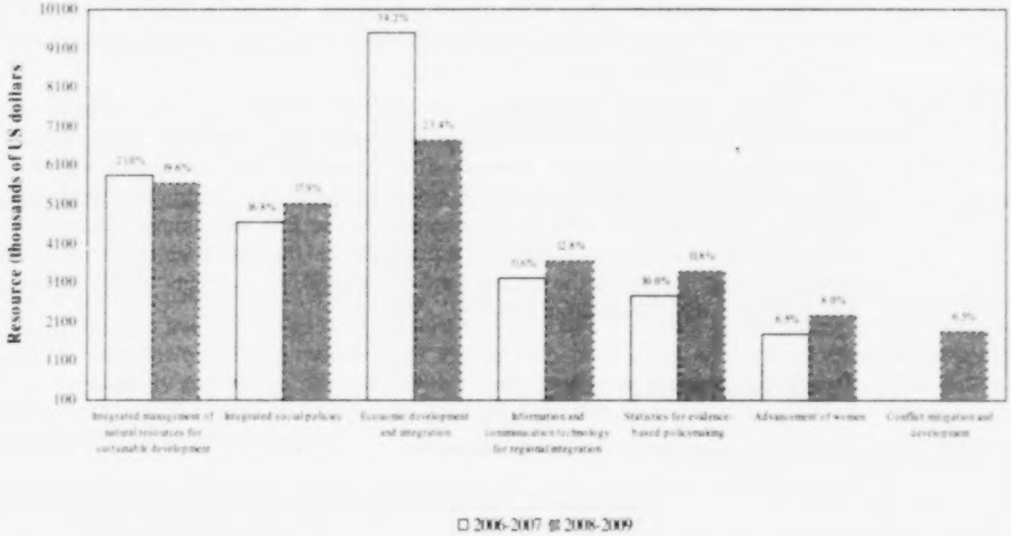
21.31 The related non-post requirements of $207,400, reflecting an increase of $4,900, include provisions for: (a) general temporary assistance and overtime which would provide for the preparation and servicing of the twenty-fifth session of the Commission and its subsidiary bodies; (b) consultants to undertake studies in areas that do not fall within the expertise of the substantive divisions in connection with the preparation of the ESCWA annual report; (c) two annual think tank meetings which would serve as a platform for the exchange of views among experts on the salient priority issues of the region; and (d) travel requirements of the Office of the Executive Secretary and the information services.

C. Programme of work

Table 21.8 Resource requirements by subprogramme

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
1. Integrated management of natural resources for sustainable development	5 844.1	5 647.6	25	24
2. Integrated social policies	4 662.9	5 151.2	20	22
3. Economic development and integration	9 484.0	6 744.6	40	29
4. Information and communication technology for regional integration	3 212.6	3 670.1	13	15
5. Statistics for evidence-based policymaking	2 759.6	3 406.4	13	15
6. Advancement of women	1 807.7	2 288.4	9	10
7. Conflict mitigation and development	—	1 872.8	—	8
Subtotal	**27 770.9**	**28 781.1**	**120**	**123**
Extrabudgetary	10 699.8	8 608.5	—	—
Total	**38 470.7**	**37 389.6**	**120**	**123**

Regular budget resource requirements by subprogramme



Subprogramme 1
Integrated management of natural resources for sustainable development

Resource requirements (before recosting): $5,647,600

21.32 The subprogramme is under the responsibility of the Sustainable Development and Productivity Division. The programme of work has been formulated by drawing upon subprogramme 1 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve the sustainable management of natural resources in the region, with particular emphasis on water, energy, and the production sectors, taking into account environmental considerations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to formulate, adopt and implement policies and measures to improve the sustainable management of natural resources, with particular emphasis on the fulfilment of the Millennium Development Goals	(a) (i) Increased number of policies and measures adopted by member countries of the region for achieving the Millennium Development Goals (goals 1 and 7) *Performance measures* 2004-2005: 15 policies/measures adopted

	Estimate 2006-2007: 20 policies/measures adopted Target 2008-2009: 26 policies/measures adopted
	(ii) Increased number of member countries developing, adopting and/or implementing policies and measures to improve the sustainable management of energy and water resources *Performance measures* 2004-2005: 5 countries Estimate 2006-2007: 9 countries Target 2008-2009: 15 countries
(b) Enhanced capacity of member countries to apply best practices and methods for improving sustainable rural development and increasing competitiveness of the small and medium enterprises using environmentally sound technology	(b) (i) Increased number of member countries applying best practices and methods to promote sustainable rural development *Performance measures* 2004-2005: 2 countries Estimate 2006-2007: 4 countries Target 2008-2009: 6 countries
	(ii) Increased number of measures and best practices or initiatives adopted to enhance the competitiveness of small and medium enterprises using environmentally sound technology *Performance measures* 2004-2005: 4 measures/best practices/ initiatives adopted Estimate 2006-2007: 8 measures/best practices/initiatives adopted Target 2008-2009: 10 measures/best practices/initiatives adopted

(c) Improved cooperation among member countries on energy and water issues, including the prevention of water and environment-related disputes	(c) (i) Increased number of member countries requesting ESCWA to enhance their negotiation skills for the joint management of shared water resources *Performance measures* 2004-2005: 3 countries Estimate 2006-2007: 6 countries Target 2008-2009: 8 countries
	(ii) Increased number of projects and actions undertaken by member countries through regional cooperation mechanisms on water and energy *Performance measures* 2004-2005: 4 projects Estimate 2006-2007: 6 projects Target 2008-2009: 8 projects
(d) Increased use by member countries of tools and techniques to enhance productivity and competitiveness in the production sectors	(d) Number of countries adopting innovative technology and management initiatives to enhance competitiveness and more sustainable and efficient use of such technology *Performance measures* 2004-2005: 2 countries Estimate 2006-2007: 5 countries Target 2008-2009: 7 countries

External factors

21.33 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member countries are willing to adopt and apply the sustainable development policies advocated by world summits and by global and regional conferences; (b) there are no significant shortfalls in funding; and (c) political stability is improved, thereby allowing for a better cooperative environment among member countries in the region as well as a more effective implementation of technical cooperation.

Outputs

21.34 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report to the Commission on the seventh session of the Committee on Water Resources; report to the Commission on the sixth session of the Committee on Energy;

(ii) Committee on Water Resources:

a. Substantive servicing of meetings of the eighth session of the Committee (6);

b. Parliamentary documentation: report on means to expedite the realization of the Millennium Development Goal on water and sanitation in ESCWA member countries; report on water quality management issues in ESCWA member countries;

(iii) Committee on Energy:

a. Substantive servicing of meetings of the seventh session of the Committee (4);

b. Parliamentary documentation: report on approaches for promoting the ESCWA region as an attractive market for emission trading through Clean Development Mechanism projects; report on the 10-year framework on sustainable energy production and consumption in ESCWA member countries;

(iv) Ad hoc expert group meetings on: adopting the sustainable livelihoods approach for promoting rural development in the ESCWA region; applying integrated water resources management principles in managing shared water resources in the ESCWA region; best practices and measures for promoting renewable energy applications in ESCWA region; high-level regional meeting on promoting water supply and sanitation policies and related organizational reforms; sustainable land management as a best practice to enhance rural development in the ESCWA region; and the role of energy networks in regional integration;

(v) Assistance to representatives, rapporteurs: substantive support to the Executive Secretariat of the ESCWA/United Nations Environment Programme (UNEP)/LAS Joint Committee on Environment and Development in the Arab Region and the Council of Arab Ministers Responsible for Electricity;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *ESCWA Water Development report, No. 3: Role of desalination in addressing water scarcity; and review of productivity and sustainable development in the ESCWA region*;

(ii) Non-recurrent publications: approaches for improving energy efficiency in the downstream energy subsectors in ESCWA member countries; enhancing regional cooperation on energy issues towards achieving sustainable development and the Millennium Development Goals in ESCWA member countries; increasing the competitiveness of small and medium-sized enterprises in the ESCWA region, through environmentally sound technologies; knowledge mapping and needs assessment of ESCWA member countries capacities in managing shared water resources; and LAS and ESCWA joint study on the effect of peace and security on the environment and sustainable development in the Arab region; and regional survey on the status and achievements of ESCWA member countries towards improved water supply and sanitation;

(iii) Booklets, fact sheets, wallcharts, information kits: fact sheets on best practices and tools for large-scale deployment of renewable energy and energy efficiency techniques;

information kit for the Committee on Energy; information kit for the Committee on Water Resources; promotional material for the Arab Environment Day (2); promotional material for the World Environment Day (2); promotional material for the World Water Day (2); promotional material on energy issues in the region (2); promotional material on environment issues in the region (2); and promotional material on water resources issues in the region (2);

(iv) Technical material: development and maintenance of the ESCWA home page on water, environment, energy issues, and enterprise development; development and refinement of Arabic terminology in the field of productivity and sustainable development; promoting and adopting sustainable livelihoods and land management as best practice and approach for enhancing rural development in the ESCWA region; and technical material on best practices and tools for increasing productivity and competitiveness in the production sectors;

(v) Substantive servicing of inter-agency meetings: substantive support to the United Nations coordination bodies, regional and global forums on water, energy, production sector and environment issues (2);

(vi) Documentation for inter-agency meetings: substantive contribution to the Hashimoto Action Plan (global sanitation conference); and substantive contribution to the annual session of the Commission on Sustainable Development (sixteenth and seventeenth sessions) on issues of land degradation and desertification (2);

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: advisory missions at the request of member countries on issues related to sustainable development;

(ii) Field projects: the Arab Integrated Water Resources Management Network; capacity-building on renewable energy technology applications for poverty alleviation in rural areas in the ESCWA member countries; enhancing capacity of developing countries to implement international standards for commercial agricultural products in order to improve their trade competitiveness in the ESCWA region; promoting the application of energy efficiency measures in the ESCWA region; and support to ESCWA member countries in the field of water resources.

Table 21.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	5 554.9	5 330.9	25	24
Non-post	289.2	316.7	—	—
Subtotal	**5 844.1**	**5 647.6**	**25**	**24**
Extrabudgetary	334.9	976.8	—	—
Total	**6 179.0**	**6 624.4**	**25**	**24**

21.35 The amount of $5,330,900 under posts, reflecting a decrease of $224,000, would provide for the continued funding of 24 posts. The net decrease of $224,000 relates to the outward redeployment of one P-4 post ($320,800) to subprogramme 6, Advancement of women, partially offset by increased requirements related to the delayed impact of one P-2 post established in the biennium 2006-2007 ($96,800). For the biennium 2008-2009, the subprogramme objective aims to improve the sustainable management and use of natural resources in the region, with particular emphasis on water, energy, environmental protection and the production sectors through the coordination of the Executive Committee of Economic and Social Affairs pursuant to the 2005 World Summit Outcome. With the increased cooperation with the UNEP Regional Office in Western Asia, the outward redeployment would not adversely impact the work of the subprogramme.

21.36 The related non-post requirements of $316,700, reflecting an increase of $27,500, would be required for other personnel costs, consultants, expert group meetings and travel of staff. The additional requirements are mainly due to the increase in the number of planned expert group meetings from five in the biennium 2006-2007 to six in the biennium 2008-2009.

21.37 Extrabudgetary resources of $976,800 would be utilized for activities aimed at national capacity-building on renewable energy services for poverty alleviation to the rural areas, and promoting the adoption and application on energy efficiency measures in the ESCWA region.

Subprogramme 2
Integrated social policies

Resource requirements (before recosting): $5,151,200

21.38 The subprogramme is under the responsibility of the Social Development Division. The programme of work has been formulated by drawing upon subprogramme 2 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen national capacity to achieve inclusive, equitable and sustainable social development that is region-specific and culturally sensitive.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member countries to promote and formulate integrated social development policies that are region-specific and culturally sensitive to achieve social equity, poverty reduction and sustainable population	(a) (i) Increased number of government offices/civil society organizations that initiated, with ESCWA assistance, advocacy and awareness-raising activities to promote the development of integrated social development policies that are region-specific and culturally sensitive *Performance measures* 2004-2005: 8 government offices/civil society organizations

	Estimate 2006-2007: 12 government offices/civil society organizations Target 2008-2009: 24 government offices/civil society organizations (ii) Increased number of member countries that initiated, with ESCWA assistance, the formulation of integrated social development policies *Performance measures* 2004-2005: zero countries Estimate 2006-2007: 4 countries Target 2008-2009: 8 countries (iii) Increased number of sectoral development policies, plans and/or programmes initiated with ESCWA assistance, with special emphasis on youth and migration *Performance measures* 2004-2005: zero policies Estimate 2006-2007: 8 policies Target 2008-2009: 24 policies
(b) Increased capacity of member countries to develop and operationalize intersectoral social development plans, programmes and/or projects that focus on youth, migrant workers, persons with disabilities and the rural and urban poor	(b) Increased number of intersectoral social development plans, programmes and/or projects that target capacity-building in response to women, youth and persons with disabilities, with ESCWA assistance *Performance measures* 2004-2005: zero plans, programmes, and/or projects Estimate 2006-2007: 4 plans, programmes, and/or projects Target 2008-2009: 6 plans, programmes, and/or projects

External factors

21.39 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member countries are willing to accord priority to social development issues;

(b) there are no significant shortfalls in extrabudgetary resources; and (c) the political situation in the region remains stable.

Outputs

21.40 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report to the Commission on the sixth session of the Committee on Social Development;

(ii) Committee on Social Development:

a. Substantive servicing of the seventh session of the Committee (6);

b. Parliamentary documentation: reports on emerging issues related to integrated social policies (3);

(iii) Ad hoc expert group meetings on: the Arab forum for social policies; enhancing partnerships between government entities and the civil society institutions based on the social participatory approach in the ESCWA countries; equity for social policy in urban settings; localizing social policy in the ESCWA region at the city level; peer review on the outline of the report on integrated social policies; reinforcing social equity; and integrating population groups in the ESCWA region;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: integrated social policies report; ESCWA population and development report: a regional strategy for integrating youth, the aged, and the family in development planning;

(ii) Non-recurrent publications: mapping of social inequity in the ESCWA region; and status and prospects of the Arab city II: a social policy design to foster social inclusion;

(iii) Booklets, fact sheets, wallcharts, information kits: brochures on the specific themes of the sessions, for dissemination at the forty-first and forty-second sessions of the Commission on Population and Development (2); information kits on issues of equity, social development, sustainable growth and the Millennium Development Goals (4); social development bulletins (8); and the demographic profiles of the Arab countries;

(iv) Special events: launching of the publication on mapping of social inequity in the ESCWA region; and special event on youth;

(v) Technical material: facilitation and support for the Social Development Network; guide on the identification and collection of social development indicators in the ESCWA region; guide on the social participatory approach to strengthen the capacities of civil society and public sector institutions in contributing to the formulation, implementation and monitoring of social policy in ESCWA member countries; maintenance and updating of the Social Development Division home page; maintenance and upgrading of the United Nations Population and Information Network (POPIN) website; role of the media in promoting and advocating social development in the ESCWA region; and social policy briefs (6);

(vi) Substantive servicing of inter-agency meetings: panel discussion on the position of ESCWA member countries on a selected issue in contribution to the Fourth Session of the World Urban Forum;

(vii) Documentation for inter-agency meetings: regional inputs to the forty-sixth and forty-seventh sessions of the Commission on Social Development (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: advisory missions to enhance the capacity of member states in formulating social policies and monitoring their institutionalization;

(ii) Training courses, seminars and workshops: regional training for policy makers on issues in integrated social policies and social development indicators;

(iii) Field projects: international migration in the Middle East: comparative analyses and proposals for the creation of a network for exchanging common strategies; interregional cooperation to strengthen social inclusion, gender equality and health promotion in the Millennium Development Goals process; participatory human development in post-conflict countries in the ESCWA; and regional campaign on secure tenure and good urban governance, phase II.

Table 21.12 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	4 374.2	4 851.4	20	22
Non-post	288.7	299.8	—	—
Subtotal	**4 662.9**	**5 151.2**	**20**	**22**
Extrabudgetary	621.7	370.2	—	—
Total	**5 284.6**	**5 521.4**	**20**	**22**

21.41 The amount of $4,851,400 under posts, reflecting an increase of $477,200, would provide for the funding of 22 posts. The increase of $477,200 relates to the inward redeployment of one P-5 and one local level posts from programme support. The 2005 World Summit Outcome recognized the multidimensional aspects of international migration and development in order to identify appropriate ways and means to maximize their development benefits and minimize their negative impacts and to ensure respect for and protection of the human rights of migrants, migrant workers and members of their families. The proposed inward redeployment would strengthen the work of the subprogramme in addressing the issues related to migration, rural and urban migration, and intra/inter-regional migration and their interlinkage with poverty, which will also feed into the development of integrated social development policies that aims to achieve social equity, poverty reduction and sustainable population.

21.42 The requirements for non-post resources in the amount of $299,800, reflecting an increase of $11,100, would provide for other personnel costs, consultants, expert group meetings and travel of staff. The increase is attributable mainly to the additional requirements under general temporary assistance to promote and disseminate information on the work of the subprogramme electronically, and advocate for the concept of integrated social policies, mainly through preparing information kits and technical material, and upgrading the POPIN website and the Social Development Network.

21.43 Extrabudgetary resources of $370,200 would be used to enhance the capacities of member countries in the adoption of an integrated and participatory approach for social policy formulation and implementation, prioritization of social policy concerns in national development strategies, and collection of social development indicators.

Subprogramme 3
Economic development and integration

Resource requirements (before recosting): $6,744,600

21.44 The subprogramme is under the responsibility of the Economic Development and Integration Division. The programme of work has been formulated by drawing upon subprogramme 3 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen the capacity of member countries to design and implement sound economic policies and strategies for sustainable economic growth and poverty alleviation and for regional integration in a globalizing world.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge among stakeholders in the region of the issues that should be taken into account in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation in line with the Millennium Development Goals	(a) (i) Increased number of stakeholders in the region acknowledging that they benefited from ESCWA macroeconomic analysis, policy recommendations and forecasts *Performance measures* 2004-2005: 36 per cent increase in satisfaction expressed by end-users Estimate 2006-2007: 43 per cent increase in satisfaction expressed by end-users Target 2008-2009: 50 per cent increase in satisfaction expressed by end-users (ii) Increased number of requests for technical assistance to promote and implement macroeconomic policy and financing for development measures, based on ESCWA work *Performance measures* 2004-2005: zero requests Estimate 2006-2007: 4 requests Target 2008-2009: 7 requests

(b) Enhanced capacity of the member countries to negotiate and implement subregional, regional and multilateral trade and investment agreements designed to promote interregional and intraregional trade and investment flows	(b) (i) Increased number of member countries accepting and/or adopting trade negotiation proposals and facilitation schemes/measures suggested by ESCWA *Performance measures* 2004-2005: 1 country Estimate 2006-2007: 2 countries Target 2008-2009: 3 countries
	(ii) Increased number of member countries negotiating and implementing trade agreements designed to promote interregional and intraregional trade flows with ESCWA support *Performance measures* 2004-2005: 2 countries Estimate 2006-2007: 2 countries Target 2008-2009: 4 countries
	(iii) Increased number of member countries negotiating and implementing investment agreements designed to promote interregional and intraregional investment flows as well as integrating the Monterrey Consensus into their economic strategies and policies, with ESCWA support *Performance measures* 2004-2005: 7 countries Estimate 2006-2007: 9 countries Target 2008-2009: 11 countries
(c) Strengthened capacity of member countries to formulate and implement policies and programmes for improving transport infrastructure and logistics within the framework of the Integrated Transport System in the Arab Mashreq (ITSAM)	(c) (i) Percentage of the length of the ITSAM road network that meets the requirements of the Agreement on International Roads in the Arab Mashreq *Performance measures* 2004-2005: 25 per cent Estimate 2006-2007: 50 per cent Target 2008-2009: 70 per cent

	(ii) Increased number of policy measures adopted by member countries in relation to the implementation of ITSAM *Performance measures* 2004-2005: 4 policy measures Estimate 2006-2007: 16 policy measures Target 2008-2009: 26 policy measures
(d) Greater participation in the multilateral trading system	(d) Increased number of rules, regulations and policies adopted by member countries in conformity with World Trade Organization provisions and regional agreements *Performance measures* 2004-2005: 5 rules/regulations/policies Estimate 2006-2007: 7 rules/regulations/policies Target 2008-2009: 10 rules/regulations/policies
(e) Increased facilitation of transboundary flows of goods, services, persons and capital among member countries	(e) Number of countries accepting and/or adopting harmonization schemes proposed by ESCWA in order to facilitate transboundary flows of goods, persons and capital *Performance measures* 2004-2005: 4 countries Estimate 2006-2007: 16 countries Target 2008-2009: 26 countries

External factors

21.45 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member countries are willing to increase their subregional and regional cooperation and integration; (b) there are no significant shortfalls in extrabudgetary funding; (c) the political situation in the region is stable; and (d) up-to-date and reliable economic and transport statistics are made available.

Outputs

21.46 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report of the eighth session of the Committee on Transport; report of the fifth session of the Technical Committee on Liberalization of Foreign Trade and Economic

Globalization in the Countries of the ESCWA Region; report of the ninth session of the Committee on Transport; report on key macroeconomic issues; and report on the progress towards the attainment of the Millennium Development Goals in the Arab region;

(ii) Technical Committee on Liberalization of Foreign Trade and Economic Globalization in the Countries of the ESCWA Region:

a. Substantive servicing of meetings of the sixth session of the Technical Committee (4);

b. Parliamentary documentation: report on the assessment of the Monterrey Consensus in the ESCWA region; and report on the assessment of trade policy trends;

(iii) Committee on Transport:

a. Substantive servicing of meetings of the ninth and the tenth sessions of the Committee (12);

b. Parliamentary documentation: report on progress made on improving road safety in the ESCWA region; report on the implementation of national committees on transport and trade facilitation; report on the implementation of regional priority routes of the International Road Transport Agreement; report on the implementation of the Agreement on International Roads in the Arab Mashreq; report on the implementation of the Agreement on Railways in the Arab Mashreq; and report on the implementation of the Memorandum of Understanding on Maritime Transport;

(iv) Ad hoc expert group meetings on: assessment of regional economic integration among ESCWA members; assessment of trade policy trends in the ESCWA region; external peer review for the *Annual Review of Developments in Globalization and Regional Integration in the countries of the ESCWA Region* (2); external peer review for the *Survey of Economic and Social Developments in the ESCWA Region* (2); international transport facilitation in the ESCWA region; LAS-United Nations joint regional Millennium Development Goals report; multimodal transport legislation in the ESCWA region; preparation of Arab trade ministers for the Seventh World Trade Organization Ministerial Conference; and regional preparatory meeting in Western Asia for the Second International Conference on Financing for Development;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Annual Review of Developments in Globalization and Regional Integration in the countries of the ESCWA Region* (2); *Economic Trends and Impacts*; LAS-United Nations joint regional Millennium Development Goal report; *Progress made by ESCWA member countries in the implementation of the Monterrey Consensus*; and *Survey of Economic and Social Developments in the ESCWA Region*, 2007-2008 and 2008-2009 (2);

(ii) Non-recurrent publications: assessment of trade policy trends and impact on improving trade performance in the ESCWA region; economic regional integration in the Arab world; and requirements for establishing a single window for handling export/import procedures and formalities in ESCWA member countries;

(iii) Booklets, fact sheets, wallcharts, information kits: brochure on the work of ESCWA in promoting financing for development; learning from good practices in Islamic banking in Asia; map on the Integrated Transport System in the Arab Mashreq; and pamphlets on the Integrated Transport System in the Arab Mashreq (3);

(iv) Special events: launching of LAS-United Nations joint regional Millennium Development Goal report; launching of the *Annual Review of Developments in Globalization and Regional Integration in the Countries of the ESCWA Region* (2); and launching of the *Survey of Economic and Social Developments of the ESCWA Region* (2);

(v) Technical material: briefing papers on selected World Trade Organization negotiations issues in preparation of ESCWA members to the next World Trade Organization Ministerial Conference; development and maintenance of the Geographical Information System database for the Integrated Transport System in the Arab Mashreq (2); institutional framework governing transport in the ESCWA region; maintenance and updating of the ESCWA home page on economic development and integration (2); methodological framework for the Integrated Transport System in the Arab Mashreq; multimodal transport legislation and practices in the ESCWA region; regional economic forecasts (4); and regional investment directory;

(vi) Contribution to joint outputs: regional inputs to the Department of Economic and Social Affairs annual publication: *World Economic Situation and Prospects* (2); regional inputs to the UNCTAD *World Investment Report* (2); and regional inputs to the *United Nations Joint Annual Report on Trade* (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: foreign direct investment; trade and World Trade Organization negotiations and accession;

(ii) Training courses, seminars and workshops: the Arab Trade Ministerial Conference in Preparation of the Seventh World Trade Organization Ministerial Conference; seminar on increasing participation in multilateral trading negotiations; and training workshop on increasing awareness of World Trade Organization agreements for business community in the Arab region;

(iii) Field projects: foreign direct investment outflows from the ESCWA region; implementation of the Integrated Transport System in the Arab Mashreq; and promoting subregional growth oriented economic and trade policies towards achieving the Millennium Development Goals in West Asia.

Table 21.14 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	8 882.6	6 315.0	40	29
Non-post	601.4	429.6	—	—
Subtotal	**9 484.0**	**6 744.6**	**40**	**29**
Extrabudgetary	1 384.7	559.2	—	—
Total	**10 868.7**	**7 303.8**	**40**	**29**

21.47 The amount of $6,315,000 under posts, reflecting a decrease of $2,567,600, would provide for the continued funding of 29 posts. The net decrease of $2,567,600 relates to the outward redeployment of 11 posts (1 P-5 to subprogramme 4; 1 D-1 and 1 P-2 to subprogramme 5; and 1 P-5, 2 P-4, 1 P-3, 1 P-2 and 3 Local level to the newly established subprogramme 7) ($2,789,400), partially offset by increased requirements related to the delayed impact of one P-3 and one P-2 posts established in the biennium 2006-2007 ($221,800). The subprogramme is newly created as the result of merging the two existing subprogrammes (subprogramme 3, Economic analysis and forecasting for regional development, and subprogramme 4, Regional integration and responding to globalization) in the biennium 2006-2007. The proposed outward redeployment is the net result of the rationalization of the work, focusing on the regional monitoring of the Millennium Development Goals, the follow-up to the Monterrey Consensus on financing for development, the Doha Development Agenda and the development of regional integrated transport system.

21.48 The requirements for non-post resources in the amount of $429,600, reflecting a decrease of $171,800, would be required for other personnel related costs, consultants, expert group meetings and travel of staff. The reduced requirements reflect the reallocation of resources to other subprogrammes as a result of the merger.

21.49 Extrabudgetary resources of $559,200 would contribute to promoting subregional growth-oriented economic and trade policies towards achieving the Millennium Development Goals in the ESCWA region.

Subprogramme 4
Information and communication technology for regional integration

Resource requirements (before recosting): $3,670,100

21.50 The subprogramme is under the responsibility of the Information and Communication Technology Division. The programme of work has been formulated by drawing upon subprogramme 4 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To narrow the digital divide and to build an inclusive, people-centred and development-oriented information society in accordance with internationally agreed development goals and objectives.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased implementation of the Regional Plan of Action for Building the Information Society, particularly in relation to the information and communication technology (ICT) sector	(a) (i) Increased number of member countries implementing policies and plans of action to enhance the information and communication technology sector *Performance measures* 2004-2005: 4 countries Estimate 2006-2007: 6 countries Target 2008-2009: 8 countries

(ii) Increased number of core information and communication technology indicators measured by all member countries

Performance measures

2004-2005: zero core ICT indicators measured

Estimate 2006-2007: 5 core ICT indicators measured

Target 2008-2009: 20 core ICT indicators measured

(b) Enhanced capacity of member countries to provide e-services in Arabic targeting socio-economic development

(b) (i) Increased number of information and communication technology applications deployed by member countries to provide e services with ESCWA assistance

Performance measures

2004-2005: zero ICT applications deployed

Estimate 2006-2007: 3 ICT applications deployed

Target 2008-2009: 6 ICT applications deployed

(ii) Increased number of information and communication technology field projects initiated or promoted by ESCWA that target government services and local community development

Performance measures

2004-2005: 4 ICT field projects initiated/promoted

Estimate 2006-2007: 7 ICT field projects initiated/promoted

Target 2008-2009: 10 ICT field projects initiated/promoted

External factors

21.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there are no significant shortfalls in extrabudgetary resources; and (b) the political stability is sufficient to facilitate a cooperative environment among member countries in the region and to enable an effective implementation of technical cooperation.

Outputs

21.52 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report on the establishment of the Technology Centre;

(ii) Parliamentary documentation: report on follow-up to the outcome of the World Summit on the Information Society Tunis Agenda (ESCWA Regional Plan of Action for Building the Information Society);

(iii) Ad hoc expert group meetings on: developing the ICT sector in the ESCWA region; fourth meeting of the Consultative Committee on Scientific and Technological Development and Technological Innovation; ICT applications and e-services in the public sector in the ESCWA region; and regional follow-up to the outcome of the World Summit on the Information Society Tunis Agenda (ESCWA Regional Plan of Action for Building the Information Society);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: regional profile of the information society in Western Asia; and review of information and communication technologies and development (4);

(ii) Non-recurrent publications: building trust in e-services in the ESCWA region; impact of ICT on community development in ESCWA member countries; and Internet governance: challenges and prospects for the Arab region;

(iii) Booklets, fact sheets, wallcharts, information kits: brochure on ESCWA work on ICT; brochure on the ESCWA Technology Centre; brochures and posters on regional follow-up to the outcome of the World Summit on the Information Society Tunis Agenda (ESCWA Regional Plan of Action for Building the Information Society) (4); and leaflets on major issues in ICT in the region and major achievements of ESCWA in that area (2);

(iv) Technical material: development and maintenance of an Information Society Portal, in support of the global alliance for ICT and development; development and refinement of Arabic terminology in the field of ICT; ESCWA Statistical Information System/ICT module update and development; maintenance of the ESCWA home page on information and communications technology; and national profiles of information and communications technology in Western Asia (including core ICT indicators);

(v) Documentation for inter-agency meetings: regional input to the eleventh and twelfth sessions of the Commission on Science and Technology for Development (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: implementation of the Regional Plan of Action for Building the Information Society (including promoting the core ICT indicators as follow-up to the Tunis Agenda);

(ii) Training courses, seminars and workshops: workshop on delivery of e-services in civil society;

(iii) Field projects: development of an Arabic domain names system; ESCWA Excellence Award for best achievement in building the information society; establishment of information and communication technology incubating facilities for promoting digital Arabic content industry through private-public partnerships; ICT for education in Iraq;

knowledge networks through information and communications technology access points for disadvantaged communities; and support to the ESCWA Technology Centre.

Table 21.16 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 977.8	3 455.0	13	15
Non-post	234.8	215.1	—	—
Subtotal	**3 212.6**	**3 670.1**	**13**	**15**
Extrabudgetary	6 939.7	1 884.9	—	—
Total	**10 152.3**	**5 555.0**	**13**	**15**

21.53 The amount of $3,455,000 under posts, reflecting an increase of $477,200, would provide for the funding of 15 posts. The increase of $477,200 relates to the inward redeployment of two posts (1 P-5 from subprogramme 3 and 1 Local level from programme support). The proposed inward redeployment would strengthen the work pertaining to ICT applications, especially the provision of e-services in Arabic, targeting socio-economic development, more specifically e-government and digital Arabic content. The work is important in bridging the widening digital divide between Gulf (major energy producing countries) and other member countries (least developed countries and countries emerging from conflict) and between cities and rural areas.

21.54 The requirements under non-post resources of $215,100, reflecting a decrease of $19,700, would provide for other personnel-related costs, consultants, expert group meetings and travel of staff. The decrease relates to the overall requirements under expert group meetings which is due mainly to a reduced number of participants.

21.55 Extrabudgetary resources in the amount of $1,884,900 would enable member countries to harness their development potential in building a knowledge-based society, through increasing the implementation of the Regional Plan of Action for Building the Information Society, particularly in relation to the information and communications technology sector, and supporting the provision of e-services in Arabic aimed at furthering socio-economic development.

Subprogramme 5
Statistics for evidence-based policymaking

Resource requirement (before recosting): $3,406,400

21.56 The subprogramme is under the responsibility of the Statistics Division. The programme of work has been formulated by drawing upon subprogramme 5 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the capacity of member countries to produce and disseminate timely, accurate and comparable socio-economic statistics and indicators to be used by national and international decision makers and civil society for evidence-based policymaking.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member countries to improve the national institutional framework for official statistics	(a) (i) Increased number of member countries taking measures to improve their national institutional framework for official statistics *Performance measures* 2004-2005: zero countries Estimate 2006-2007: 2 countries Target 2008-2009: 4 countries (ii) Increased number of member countries committing to implement the United Nations Statistical Commission's Fundamental Principles of Official Statistics *Performance measures* 2004-2005: zero countries Estimate 2006-2007: zero countries Target 2008-2009: 6 countries
(b) Strengthened capacity of member countries to participate effectively in the 2010 round of population censuses, household surveys and other surveys as a statistical requisite for the attainment of the Millennium Development Goals by 2015	(b) (i) Increased number of member countries taking concrete measures with ESCWA assistance to participate effectively in the 2010 round *Performance measures* 2004-2005: zero countries Estimate 2006-2007: 3 countries Target 2008-2009: 13 countries (ii) Increased number of member countries that provide the ESCWA repository of data with at least 60 per cent of the core set of development indicators, including the Millennium Development Goals and gender dimension

Performance measures

2004-2005: 3 countries

Estimate 2006-2007: 5 countries

Target 2008-2009: 7 countries

External factors

21.57 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member countries are willing to commit and provide political support to improve their national institutional frameworks for official statistics; (b) there are no significant shortfalls in extrabudgetary resources; and (c) the political situation in the region is stable.

Outputs

21.58 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report of the seventh session of the Statistical Committee; report on strengthening the role of statistical systems at the national level in line with the Principles of Official Statistics;

(ii) Statistical Committee:

a. Substantive servicing of meetings of the eighth session of the Committee (6); and substantive servicing of meetings of the second session of the Bureau of the Statistical Committee to formulate the strategy for the organization of the eighth session of the Committee (2);

b. Parliamentary documentation: report on the challenges and opportunities in the ESCWA region to accelerate the implementation of the 1993 System of National Accounts and its revision; and report on the progress achieved towards strengthening the national capacities in the ESCWA region;

(iii) Ad hoc expert group meetings on: 1993 System of National Accounts; compilation and analysis of energy statistics and indicators; measurement of poverty indices; taskforce meeting on 2010 Round of Population and Housing Censuses (2); and working group of heads of national statistical offices in the ESCWA region;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *National Accounts Studies in the ESCWA Region Bulletin* (2); *Compendium of Environment Statistics*; *Compendium of Social Statistics and Indicators*; *External Trade Bulletin of the ESCWA Region* (2); *Bulletin on Population and Vital Statistics* (2); and *Statistical Abstract of the ESCWA Region* (2);

(ii) Non-recurrent publications: framework for environmental/economic accounting in the ESCWA region: energy accounts; regional handbook on poverty measurement, including best practices in the ESCWA region; study on integrated household surveys in the ESCWA region, to enhance the production of indicators for monitoring the Millennium Development Goals; study on international trade: sources, methods, and conceptual framework in the ESCWA region; and study on national accounts in the ESCWA region: sources and methods;

(iii) Booklets, fact sheets, wallcharts, information kits: information kits on the work of ESCWA in the statistical field, including one for the Statistical Committee (2); monitoring the Millennium Development Goals: statistical report; and the statistical systems in the ESCWA region (2);

(iv) Technical material: development and refinement of Arabic terminology in the field of statistics; maintenance and updating of ESCWA home page on statistics; and maintenance and updating of ESCWA Statistical Information System;

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: harmonization of economic statistics and implementing 1993 System of National Accounts, international trade and environment statistics and indicators; population and housing censuses, household surveys, social and gender statistics and indicators;

(ii) Training courses, seminars and workshops: seminars on selected statistical issues for heads of national statistical offices in the ESCWA region; United Nations Development Group-ESCWA joint regional training workshop on DevInfo; and United Nations Statistics Division-ESCWA joint regional training workshops on the implementation of the Principles and Recommendations for Population and Housing Censuses, Revision 2;

(iii) Field projects: development of national gender statistics in Iraq, in collaboration with the United Nations Development Group; strengthening the development of international merchandise trade statistics and the compilation of e-commerce; and strengthening the use of statistical information in support of progress towards internationally agreed development goals in the ESCWA region.

Table 21.18 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	2 598.7	3 229.3	13	15
Non-post	160.9	177.1	—	—
Subtotal	**2 759.6**	**3 406.4**	**13**	**15**
Extrabudgetary	1 198.0	533.8	—	—
Total	**3 957.6**	**3 940.2**	**13**	**15**

21.59 The amount of $3,229,300 under posts, reflecting an increase of $630,600, provides for the funding of 15 posts. The increase relates to the inward redeployment of two posts (1 D-1 and 1 P-2) from subprogramme 3, which would strengthen the secretariat's capacity in assisting the member countries to improve their national institutional framework for official statistics. This is also in compliance with the OIOS recommendation (SP-04-003-002), in which ESCWA has been requested to reconstitute a full fledged Statistical Division to respond to the expressed needs of the member countries (see A/61/61).

21.60 The requirements under non-post resources of $177,100, reflecting an increase of $16,200, would provide for other personnel related costs, consultants, expert group meetings and travel of staff. The increase is related mainly to higher requirements under expert group meetings.

21.61 Extrabudgetary resources of $533,800 are intended to strengthen the capacity of statisticians in the region in the priority areas identified by the Statistical Committee, and provide forums and networks for statisticians to exchange information and experience in statistical work and methods which would lead to enhancement of statistical capacity in the region.

Subprogramme 6
Advancement of women

Resource requirement (before recosting): $2,288,400

21.62 The subprogramme is under the responsibility of the ESCWA Centre for Women. The programme of work has been formulated by drawing upon subprogramme 6 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To foster greater participation of women in public life for equality between women and men by contributing to reducing gender imbalances and empowering women.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of national mechanisms and civil society institutions for the empowerment and advancement of women to address gender imbalances and mainstream a gender perspective, with special emphasis on the participation of women in legislative and executive authorities	(a) (i) Increased number of member countries applying policy options for the empowerment and advancement of women *Performance measures* 2004-2005: 5 countries Estimate 2006-2007: 7 countries Target 2008-2009: 10 countries (ii) Increased number of measures taken by member countries to increase the participation of women in policy and decision-making *Performance measures* 2004-2005: 2 measures Estimate 2006-2007: 4 measures Target 2008-2009: 6 measures

External factors

21.63 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) member countries provide timely response to requests for relevant information by ESCWA; (b) the political will exists in ESCWA member countries to promote gender mainstreaming and the empowerment of women; (c) member countries take measures to align their existing laws, regulations, and practices with their commitments to the outcomes of international conventions and conferences; and (d) the political situation in the region is stable.

Outputs

21.64 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report on the third session of the Committee on Women;

(ii) Committee on Women:

a. Substantive servicing of meetings of the fourth session of the Committee for the regional preparatory 15-year review of the Beijing Declaration and Platform for Action (6);

b. Parliamentary documentation: report on key issues concerning advancement of women in the Arab region; report on the 10-year review of the progress achieved in the implementation of the Beijing Declaration and Platform for Action in the Arab region;

(iii) Ad hoc expert group meetings on: peer review of ESCWA/LAS-Arab Women's Organization Joint Study on the Status of Arab Women: means to strengthen the role of women in conflict resolution and peacebuilding; 10-year review of the progress achieved in the implementation of the Beijing Declaration and Platform for Action in the Arab region; revision of guidelines to increase effectiveness of national machineries for women in the ESCWA region; and women's control over economic resources and access to financial resources, including microfinance;

(b) Other substantive activities (regular budget):

(i) Recurrent publications: ESCWA/LAS-Arab Women's Organization Joint Study on the Status of Arab Women: means to strengthen the role of women in conflict resolution and peacebuilding; and Women and Development Series: women's control over economic resources and access to financial resources, including microfinance;

(ii) Non-recurrent publications: guidelines on the protection of the rights of women in the ESCWA region through the proper use of United Nations resolutions and international protocols on war and armed conflict; and revised guidelines to increase effectiveness of national machineries for women in the ESCWA region;

(iii) Booklets, fact sheets, wallcharts, information kits: Arab women's e-magazine (12); Centre for Women Gender Newsletter (24); information kit for the regional preparatory 15-year review of the Beijing Declaration and Platform for Action in the context of the fourth session of the Committee on Women; information kits on advancement of women in the ESCWA region: perspective and potentials, to be distributed at the fifty-second and fifty-third sessions of the Commission on the Status of Women (2); poster for the regional preparatory 15-year review of the Beijing Declaration and Platform for Action in the context of the fourth session of the Committee on Women;

(iv) Special events: launching of ESCWA/LAS-Arab Women's Organization Joint Study on the Status of Arab Women: means to strengthen the role of women in conflict resolution and peacebuilding in the Arab region;

(v) Technical material: development and refinement of Arabic terminology in the field of advancement of women; e-network for knowledge-sharing among national machineries for women in the ESCWA region, including the sharing of good practices and lessons learned from the establishment of e-network for national machineries in Africa (2); economic and social situation on Palestinian women; and maintenance and updating of the ESCWA home page on advancement of women;

(vi) Audio-visual resources: DVD/video production on advancement of women in the Arab region for the fourth session of the Committee on Women for regional preparatory 15-year review of the Beijing Declaration and Platform for Action; and DVD/video show on the economic and social situation on Palestinian women at the session of the Economic and Social Council;

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: gender mainstreaming and gender analysis; and preparation of country reports on advancement of women;

(ii) Training courses, seminars and workshops: training workshop on how to address the media for female parliamentary candidates; and training workshops to enhance the capacity of national machineries for advancement of women in the ESCWA region;

(iii) Field projects: enhancing capacities to eradicate violence against women in the ESCWA region; and training of trainers programme for national machineries for the advancement and empowerment of women in the ESCWA region.

Table 21.20 **Resource requirements: subprogramme 6**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	1 689.6	2 135.4	9	10
Non-post	118.1	153.0	—	—
Subtotal	**1 807.7**	**2 288.4**	**9**	**10**
Extrabudgetary	220.8	518.7	—	—
Total	**2 028.5**	**2 807.1**	**9**	**10**

21.65 The amount of $2,135,400 under posts, reflecting an increase of $445,800, would provide for funding of 10 posts. The increased requirements relate to the inward redeployment of one P-4 post from subprogramme 1 ($320,800) and the delayed impact of a P-3 post established in the biennium 2006-2007 ($125,000). The proposed inward redeployment aims to strengthen the secretariat capacity to respond to the new mandate contained in paragraph 2 of ESCWA resolution 278 (XXIV) of 11 May 2006, in which the secretariat is requested to examine the situation of women in the ESCWA member countries that suffer from occupation, war and conflict, and build their capacities in the field of conflict resolution and peacebuilding.

21.66 The requirements under non-post resources of $153,000, reflecting an increase of $34,900, would provide for other personnel related costs, consultants, expert group meetings and travel of staff. The increase is mainly related to additional requirements under consultants to respond to mandates emanating from the 2005 World Summit Outcome, and expert group meetings owing to the increase in the number of expert group meetings from two in the biennium 2006-2007 to four in the biennium 2008-2009.

21.67 Extrabudgetary resources of $518,700 would be used for technical cooperation activities such as advisory services and workshops, to strengthen the capacity of government officials, non-governmental organizations and civil society organizations in the priority areas of the region identified by the Arab Regional Conference Ten Years after Beijing: Call for Peace.

Subprogramme 7
Conflict mitigation and development

Resource requirement (before recosting): $1,872,800

21.68 The subprogramme is under the responsibility of the Conflict Mitigation and Development Section. The programme of work has been formulated by drawing upon subprogramme 7 of programme 18 of the biennial programme plan for the period 2008-2009.

Table 21.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To reduce the impact of conflict and instability on socio-economic and political development in Western Asia.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding by member countries of the impact of conflict on socio-economic development in the region	(a) Increased number of public and civic entities that acknowledge benefiting from ESCWA work in identifying the socio-economic and political causes of instability and conflict *Performance measures* 2004-2005: zero institutions Estimate 2006-2007: 5 institutions Target 2008-2009: 10 institutions
(b) Enhanced capacity of member countries to identify, assess, predict and respond to socio-economic and political issues and challenges posed by conflict and instability in the region	(b) (i) Increased number of tools and techniques adopted in assessing the root causes of conflict and instability *Performance measures* 2004-2005: zero techniques

Estimate 2006-2007: 2 techniques

Target 2008-2009: 4 techniques

(ii) Increased number of public and civic entities implementing, in partnerships with ESCWA and other entities, projects/ programmes that address the socio-economic and political issues and challenges arising from conflict and instability

Performance measures

2004-2005: zero public/civic entities

Estimate 2006-2007: 2 public/civic entities

Target 2008-2009: 6 public/civic entities

External factors

21.69 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is continuing access to direct beneficiaries; (b) the political will exists in ESCWA member countries to address collectively the root causes of conflicts and instability; and (c) there are no significant shortfalls in extrabudgetary resources.

Outputs

21.70 During the biennium 2008-2009, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Economic and Social Council: parliamentary documentation: reports on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including Jerusalem, and of the Arab population of the occupied Syrian Golan (2);

(ii) Economic and Social Commission for Western Asia: parliamentary documentation: report on the impact of conflict or political crisis on the socio-economic development in the ESCWA region;

(iii) Ad hoc expert group meetings on: approaches for sustainable development under crisis conditions; brainstorming on emerging and conflict-related issues (2); consultative round table on programme formulation and coordination among United Nations, other multilateral entities, and civic institutions, dealing with conflict and post conflict-related development issues in Western Asia; and good governance and management of public services under conflict or political instability;

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: ethno-sectarian tensions in Western Asia: root causes and challenges; and impact of conflict on socio-economic development programmes in countries in the ESCWA region;

(ii) Booklets, fact sheets, wallcharts, information kits: booklet on best practices in implementing socio-economic development programmes in conflict or politically volatile areas; brochure on the socio-economic conditions in the Occupied Palestinian Territory (2); fact sheets on the socio-economic development needs and priorities in conflict-afflicted countries; information kits on sustainable development under conditions of conflict or political instability (2); and pamphlets on selected ESCWA substantive activities related to areas in conflict or political instability (1);

(iii) Special events: International Day of Solidarity with the Palestinian People (2);

(iv) Technical material: contingency planning and coordination for the provision of public services under crisis conditions in the ESCWA region; discussion papers on emerging socio-economic issues under conditions of conflict or political instability (2); maintenance and updating of the ESCWA home page on conflict mitigation and development; and maintenance and updating of ESCWA Public Administration Network (PAN) website on activities on public administration and governance in the Arab region, ESCWA being the regional node of United Nations Online Network in Public Administration and Finance (UNPAN) for the Arab Countries;

(v) Audio-visual resources: documentary on best practices in implementing socio-economic development programmes/projects in conflict-afflicted areas;

(vi) Contribution to joint outputs: regional inputs to the Peacebuilding Support Office; and substantive contribution to United Nations country teams' strategy and priorities in Iraq, Palestine and Lebanon;

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: emerging socio-economic development issues associated with conflict or political instability;

(ii) Training courses, seminars and workshops: workshops on modern management methods for the provision of public services in conflict areas in the ESCWA region; and workshops on promoting inter-communal dialogue among civil society and public institutions under conflict or political instability in the ESCWA region;

(iii) Field projects: capacity-building of public sector management in Iraq, in cooperation with the United Nations Development Programme (UNDP); and confronting the threats of ethno-sectarian tensions in the Arab region, in particular their ramifications on youth and women.

Table 21.22 **Resource requirements: subprogramme 7**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	—	1 776.7	—	8
Non-post	—	96.1	—	—
Subtotal	**—**	**1 872.8**	**—**	**8**
Extrabudgetary	—	3 764.9	—	—
Total	**—**	**5 637.7**	**—**	**8**

21.71 The amount of $1,776,700 would provide for the funding of eight posts (1 P-5, 2 P-4, 1 P-3, 1 P-2 and 3 Local level), which is the result of the inward redeployment from subprogramme 3 to implement the mandates of the newly established subprogramme.

21.72 Non-post resources of $96,100 would provide for other personnel related costs, consultants, expert group meetings and travel of staff.

21.73 Extrabudgetary resources of $3,764,900 would be used for technical cooperation activities such as advisory services and workshops, to enable member countries to mitigate the negative impact of conflict or political instability on their socio-economic development, and to enable them to provide basic public services to their societies under those conditions.

D. Programme support

Resource requirements (before recosting): $24,488,000

21.74 Programme support comprises the Administrative Services Division and the Programme Planning and Technical Cooperation Division.

Outputs

21.75 The outputs of the Administrative Services Division include the following:

(a) Overall administration and management: advising the Executive Secretary on all administrative, management, and organizational matters; provision of policy guidelines and coordination of the central common services; representation of the United Nations in negotiations with the host country on various issues relating to implementation of the headquarters agreement; monitoring of the management reform process and implementation by the secretariat units;

(b) Human resources management: recruitment and placement; provision of staff administration and staff welfare services; training; career development and upgrading of substantive skills; staff-management relations, administration of justice; resolution of disputes and conflicts; provision of medical services and legal advice; and succession planning, in cooperation with programme managers, focusing on gender issues;

(c) Budgetary and financial services: provision of guidance, coordination and support services to programme managers in the preparation of programme budget proposals and performance reports; overall control of utilization of programme budget and extrabudgetary resources; provision of accounting services and financial disbursements, including payroll, vendors, per diem and other entitlements; coordination of the Integrated Management Information System (IMIS); formulation of administrative responses and monitoring of follow-up to the reports of various oversight bodies, such as the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services; review and analysis of proposals relating to extrabudgetary financing; preparation of memorandums of understanding; and negotiation, monitoring and implementation of cost-sharing arrangements with the various United Nations agencies;

(d) Information technology, communications and systems: provision of information technology services and infrastructure and standardization of software and hardware; provision of in-house programming services to all substantive divisions in order to ensure compatibility with the existing technology, as well as to establish a centralized control management system of the Local Area Network; provision of videoconferencing; enhancement of the ESCWA Internet and Intranet sites;

(e) Central support services: administration of the implementation of the headquarters agreement between the United Nations and the host Government; facilities management and maintenance; provision of commercial and procurement services; transportation, logistic and travel services; liaison with Government officials of the host country; provision of postal services; maintenance of central registry and archives system; store and inventory management;

(f) Conference services: provision of conference services to the policymaking organs of ESCWA and other intergovernmental meetings held under its auspices, including the preparation and coordination of official meetings; provision of interpretation, verbatim reporting, translation, editorial services; documentation and publication services; secretarial and technical support;

(g) Library services: provision of library services and information to staff, member States, United Nations libraries and depository libraries and other clients, including the acquisition of publications, databases; indexing of ESCWA documents on the Official Documents System to make them available to Internet users; and developing library Internet and Intranet web pages.

21.76 The outputs of the Programme Planning and Technical Cooperation Division include the following:

(a) Planning, monitoring and evaluation: provision of guidance and support to the substantive divisions in the formulation of the biennial programme plan, programme budget, including regular budget and extrabudgetary technical cooperation proposals, taking into account the global requirements and the emerging regional development issues, and in the implementation and evaluation of their programme of work, including programme performance reporting;

(b) Programme coordination: provision of policy guidelines to the substantive offices with a view to: (i) ensuring the mainstreaming of internationally agreed development goals, including the Millennium Development Goals, into the ESCWA programme; (ii) promoting multidisciplinary approach and collaborative activities; and (iii) improving the coherence between analytical, normative and operational activities; and coordination and liaison with the other Executive Committee for Economic and Social Affairs entities, other United Nations and non-United Nations intergovernmental and non-governmental organizations for joint programming, with the aim of landscaping regional perspectives in pursuing the internationally agreed development goals, including the Millennium Development Goals, and providing regional support to national capacity development in this regard;

(c) Management of technical cooperation activities: provision of policy guidance and support to the substantive offices in the formulation, monitoring and evaluation of their respective technical cooperation programmes and projects, including those projects funded from the Development Account; management of the Regular Programme of Technical Cooperation and Development Account, and coordination with the Department of Economic and Social Affairs in this respect; facilitation of networking and knowledge management on ESCWA technical cooperation; provision of proactive support to partnership development and resource mobilization within the context of the ESCWA Technical Cooperation Strategy; and promotion of information and communication support and promotional initiatives on technical cooperation programmes and technical cooperation development.

Table 21.23 Summary of resource requirements

	Resources (thousands of United States dollars)		*Posts*	
Category	*2006-2007*	*2008-2009 (before recosting)*	*2006-2007*	*2008-2009*
Regular budget				
Post	18 404.0	17 831.7	119	116
Non-post	6 645.9	6 656.3	—	—
Subtotal	**25 049.9**	**24 488.0**	**119**	**116**
Extrabudgetary	884.0	455.6	—	—
Total	**25 933.9**	**24 943.6**	**119**	**116**

21.77 The amount of $17,831,700 under posts, reflecting a decrease of $572,300, provides for the continued funding of 116 posts. The net decrease of $572,300 results from the outward redeployment of two posts (1 P-5 and 1 Local level) to subprogramme 2 and one Local level post to subprogramme 5. The proposed redeployments is the result of the continuous rationalization of the work processes in the Administrative Services Division with the aim of shifting resources to the substantive areas in order to strengthen them.

21.78 Requirements under non-post resources of $6,656,300, reflecting an increase of $10,400, include inter alia, (a) other personnel related costs; (b) consultants to provide for specialized legal expertise, and for strengthening monitoring and evaluation systems; (c) travel of staff; (d) general operating expenses; and (e) contribution to the ESCWA Joint Medical Services Unit.

21.79 Extrabudgetary resources of $455,600 would provide for services in support of technical cooperation activities.

Table 21.24 Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions **(A/60/7 and Corr.1)**	
The Advisory Committee requests that ESCWA report on progress made in the area of fund-raising and extrabudgetary resources in the proposed programme budget for the biennium 2008-2009 (para. V.78).	ESCWA established a donor database for fund-raising and also developed a system to monitor donor contacts, both of which are now posted on the Intranet. The substantive staffs are requested to share information with others on their latest contacts with potential donors. In 2006, the secretariat circulated a pamphlet on the ESCWA Trust Fund at the twenty-fourth session of the Commission with a view to encourage members to contribute to it. This approach will continue for 2007. In 2007, ESCWA will further operationalize the partnership development strategy and resource

Brief description of the recommendation	*Action taken to implement the recommendation*
	mobilization plan. Each new project proposal will be required to include funding a strategy and dedicated follow up with potential donor(s). The first meeting of the technical cooperation focal points of the ESCWA member countries is scheduled to take place in May 2007.
Arrangements for the cost-sharing of medical services should be worked out in a transparent manner, a priori (para. V.79).	A cost-sharing mechanism has been established at ESCWA including the medical services. Memorandums of understanding have been issued and signed by ESCWA and its counterparts. It is expected that the Medical Services Unit would be fully operational by mid-2007.
Board of Auditors (A/61/5, vol. II, chap. II)	
The Board recommended that ESCWA obtain the necessary financial information from vendors, in conformity with section 7.5 of the United Nations Procurement Manual (para. 536).	The Procurement Unit will continue to obtain the necessary financial information from vendors. Each buyer is responsible to have such documents available in the vendor file (in accordance with the Procurement Manual) prior to awarding contracts.
The Board recommended that ESCWA evaluate the reasons for the delays in the procurement process which result in a lengthy lead time and take corrective action to prevent its recurrence (para. 561).	ESCWA shall ensure that requisitioners consolidate their requirements and improve submission of clear specification. This would ensure reduction in lead time between the date of receipt of the requisition by the Procurement Unit and the date that the goods/services are inspected.
The Board reiterated its recommendation that the Administration fill vacant posts in a timely manner (para. 643).	The Human Resources Management Section continues and closely monitors and follows up on all prevailing recruitment cases.
The Board recommended that ESCWA appoint staff at levels in line with the job requirements and in accordance with the approved staffing table, and expedite the ongoing post classification review to ensure that post levels are aligned with the respective job requirements and staffing needs (para. 649).	Several of the cases have already been resolved in the context of the implementation of the classification review which is nearing completion.

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (A/61/61)	
ESCWA should determine which current "divisional teams" must be re-established as stable organizational units and which ones should continue as teams. Multidisciplinary, interdivisional teams should complement the stable organizational structure by being set up for achieving concrete non-recurrent goals by specific deadlines. Subprogramme managers should be empowered to manage both stable structural units and multidisciplinary teams within their purview (SP-04-003-001) (para. 50).	Within the context of the programme budget exercises for 2006-2007 and 2008-2009, the subprogramme theme and team structures of ESCWA were carefully examined and realigned to strengthen one-to-one congruence. In light of the ongoing United Nations reform and its impact on the organizational structure and resource allocations, ESCWA is committed to continue the implementation of this recommendation. Subprogramme managers are empowered to manage their teams and to promote interdivisional activities through regular senior management consultations.
The internal review should be completed without delay. A revitalized Statistics Division, responsible for all outputs and resources of statistics subprogramme, should be re-established without further delay. It should be linked through effective consultative mechanisms and collaborative arrangements with other ESCWA divisions, the Statistics Division of the Department of Economic and Social Affairs and regional and national counterparts (SP-04-003-002) (para. 52).	The internal review was completed. In the proposed programme budget for 2008-2009, the reconstitution of a full fledged Statistics Division and the necessary redeployments are proposed to manage subprogramme 5. ESCWA will continue to monitor the outcome of the implementation of this recommendation, bearing in mind that the Statistics Division is required to meet the needs of both external clients (national statistical offices and other producers of statistics) and internal clients (substantive Divisions in the secretariat).
ESCWA should revise the terms of reference of its Publications Committee reflecting the relevant best practices and ensuring the clear delineation of responsibilities between the Committee, the substantive Divisions and the top management of ESCWA (SP-04-003-003) (para. 54).	The terms of reference were revised through close consultation within all organizational units in the ESCWA secretariat as well as with other regional commissions. To the extent possible, the responsibilities between the Committee, the substantive Divisions and the top management of ESCWA have been delineated. The Publications Committee will provide a forum that promotes close interaction among all organizational units and proposes collective advice to the Management on required action.
ESCWA should prepare a plan of action for fully implementing all envisaged elements of Total Quality System (SP-04-003-004) (para. 56).	According to the plan of action, ESCWA has institutionalized a number of quality assurance mechanisms (the development of a standardized annual divisional workplan; the implementation of the quarterly programme budget performance assessment; and the

Brief description of the recommendation	*Action taken to implement the recommendation*
	implementation of the monthly monitoring of publications programme; the development of in-house training on key subjects aimed at quality improvement).
The Project Review Committee of ESCWA should deal with all technical cooperation projects irrespective of their source of funding. The Committee should prepare the compendium of best practices in fund-raising, project approval, appraisal and evaluation, and optimizing the geographical focus of technical cooperation as applied in ESCWA, as well as relevant guidelines and templates to be used in the Committee's work. The proceedings of the Committee, along with comprehensive information on advisory services planned and delivered, should be available on the Intranet and an electronic bulletin board should be set up to make information on the planning and implementation of all technical cooperation activities widely accessible and supportive to multidisciplinary programming and cooperation (SP-04-003-005) (para. 57).	The existing ESCWA Trust Funds Committee became ESCWA Project Review Committee to assume the full functions required. ESCWA established a project planning and management cycle and implemented an outreach programme and a series of training of technical cooperation focal points in organizational units within ESCWA. All relevant forms and guidelines are made available and regularly updated on the Intranet, so that the staff-at-large have direct access to them. Furthermore, the quarterly project monitoring report is issued to keep the Management and the substantive offices informed of the latest implementation status of all technical cooperation projects.
ESCWA should enhance the impact of training on programme performance through: (a) Determining, in participatory manner, the priorities and topics of training on the basis of programme priorities and related needs in the adjustment of staff skills and making training plans available to all staff; (b) Promoting group training and raising its share to at least 30 per cent of all training funds; (c) Establishing clear guidelines on obtaining external training and widely disseminating them. (SP-04-003-006) (para. 58).	All funds related to training allocated have been applied. Status as at December 2006: Substantive skills upgrading: 98 staff received training; 56 per cent of funds used for individual training; and 44 per cent for group training. Information technology training: 23 staff were trained 51 per cent of funds spent on individual training and 49 per cent on group training The training plan was reviewed in October on return of ESCWA staff from evacuation. All programme managers were requested to review their training requests and indicate priorities.
(a) ESCWA should initiate the in-depth review, jointly with all members of the Regional Coordination Group, of the role, methods of work and support resources of the Group aimed	(a) The Third Meeting of Chiefs of Programme Planning of Regional Commissions (Beirut, September 2005) reviewed the role of regional coordination meetings, including

Brief description of the recommendation	*Action taken to implement the recommendation*
at transforming it into a robust tool for regional coordination, creating a reliable mechanism for implementing its recommendations and ensuring effective staff support to its revitalized role (para. 59).	national-regional linkages. At the eleventh meeting (Beirut, June 2006), the Group initiated the process of an in-depth review of the role, methods of work and support resources of the Group. In light of the ongoing United Nations reform and its impact on the role, methods of work and financial aspects of the Group, ESCWA is committed to continue the implementation of this recommendation, taking into consideration the outcome of the General Assembly decision on the United Nations reform, including Economic and Social Council reform.
(b) The Regional Coordination Group page on ESCWA website should be revamped and other relevant electronic tools employed to support continuous collaboration between members of the Group in implementing its recommendations and identifying agenda items for forthcoming meetings (SP-04-003-007) (para. 59).	(b) Lack of manpower resources and other emerging priority work in relation to United Nations reform (including the mandate review inputs, etc.) did not allow to take the necessary action. At the twelfth meeting in 2007, the Group will address this issue, including the issue of joint financing.
ESCWA should develop without delay a longer-term programme of thematic and operational cooperation with the Subregional Office for North Africa of ECA (Economic Commission for Africa), which would realize their synergies and comparative advantages (SP-04-003-008) (para. 60).	Through the review of the ECA Business Plan for 2007-2009 and ESCWA programme of work for 2007-2009, several programme areas were identified for possible areas of cooperation. In February 2007, the Executive Secretaries of ECA and ESCWA held consultation on this issue in New York. As a result, the first joint project proposal on integrated social policies is now under consideration to respond to the request from the Sudan, building on ESCWA's experience gained through the implementation of capacity building projects in Bahrain and Egypt. This will be followed up by a tripartite meeting in Rabat among the programme planning offices of ECA headquarters and ESCWA as well as the North African subregion in late May 2007.
ESCWA should proactively engage the UNDP Regional Bureau for Arab States in developing a comprehensive and specific framework of longer-term cooperation in accordance with the strengthening of the regional dimensions of operational activities envisaged by the Secretary-General. Such framework should also extend to all regional offices of the United	The dates of the eleventh meeting of the Regional Coordination Group were determined to ensure the participation of the new Director of the Regional Bureau of Arab States of UNDP (June 2006). ESCWA and UNDP identified the following three programme areas for possible cooperation: poverty alleviation; trade and human development; and gender.

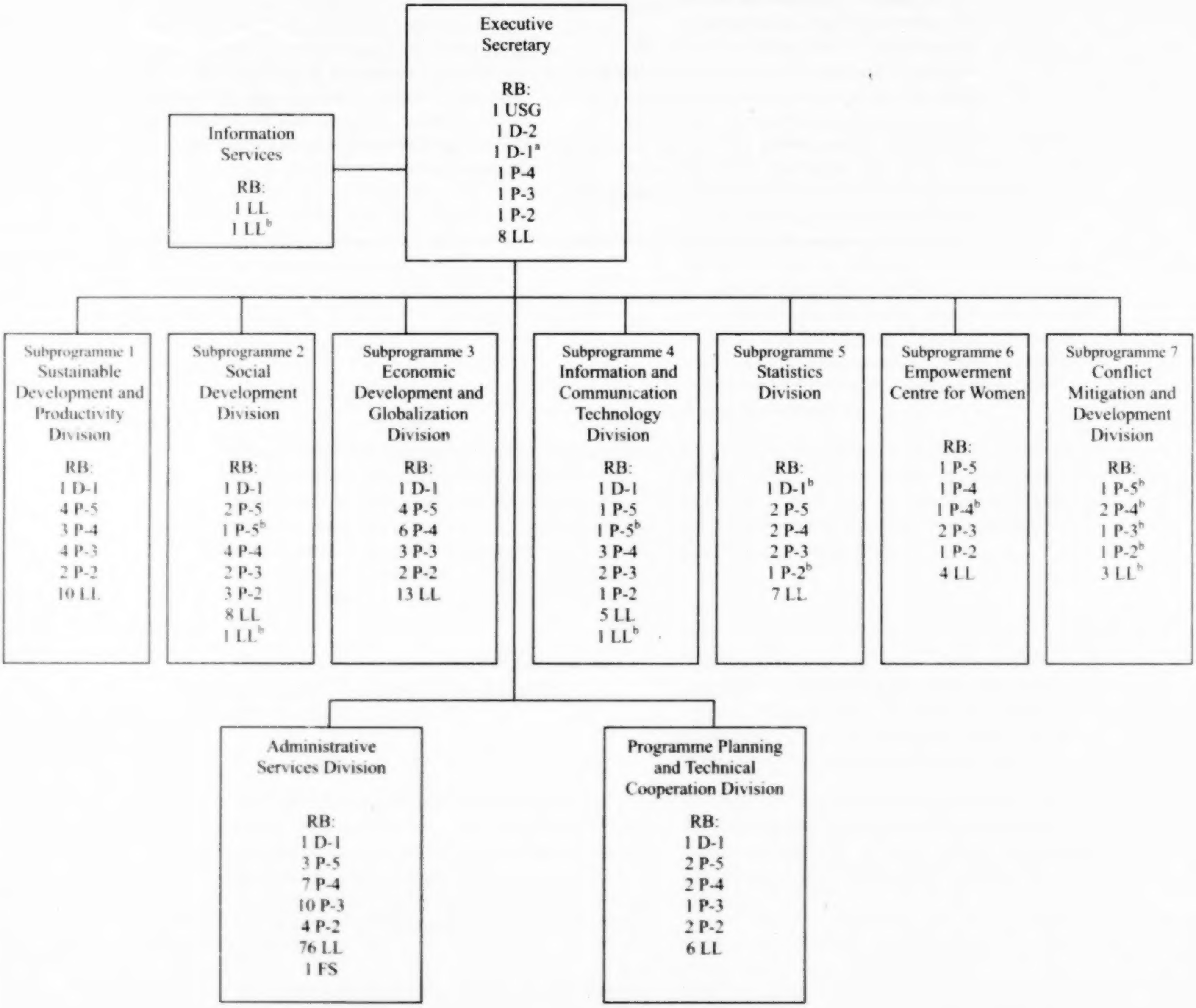
Brief description of the recommendation	*Action taken to implement the recommendation*
Nations system and United Nations country teams. It should use web-based knowledge management regional networks as the major resource for more effective collaboration (SP-04-003-009) (para. 62).	Within the context of United Nations reform, the Executive Secretaries of the regional commissions and the UNDP Administrator agreed to prepare an umbrella memorandum of understanding between the regional commissions and UNDP, which will set a framework for promoting long-term cooperation between the regional commissions and the relevant UNDP regional bureau. The use of web-based knowledge management regional networks will also be addressed within the new framework.
ESCWA should develop its information technology strategy and strategic plan for implementation based on the United Nations information and communication technology strategy standards and guidance. Minutes of the Information and Communication Technology Committee meetings should be made available on the Intranet (SP-04-003-010) (para. 64).	The Information and Communication Technology Committee has developed a preliminary ICT strategy based on the United Nations ICT strategy, with the participation of substantive divisions/units in ESCWA. The war and subsequent relocation and evacuation of ESCWA staff during the summer, has disrupted the continuation of the work. The Committee has resumed working on the strategy and is expected to introduce the strategy to the Cabinet for review and discussion early next year. The Committee minutes are in the process of being made available on the Intranet.
The function of the information master needs to be established with clear terms of reference, coordination arrangements with the webmaster and divisional focal points under the overall guidance of the Information and Communication Technology Committee with the view to ensuring reliable and comprehensive website support (SP-04-003-011) (para. 65).	The terms of reference for the Information Master were established in early 2006 and were provided to the Human Resources Management Section. Several candidates were interviewed on three occasions and have identified a short list based on preliminary interviews. All technological competencies and experiences were reviewed and tested of the short-listed candidates and are awaiting the final substantive tests from the Chief, Information Centre. The Information Master post is to be established (initially for 6 months) with extrabudgetary funds and the candidate is supposed to work closely with the Information Office and the Office of the Executive Secretary.
The Information Technology Unit, the IMIS Coordination Unit, and the Communications Unit should be consolidated into an Information Communications and Systems Section within Administrative Services Division to ensure the minimum resources for proper support to systems	The three units have been consolidated into the Information Communications and Systems Section within the Administrative Services Division. Currently, information technology-dedicated resources are at 2.5 per cent and every effort will be made to raise the level to

Brief description of the recommendation	*Action taken to implement the recommendation*
development, website maintenance and communications. The level of information technology-dedicated resources should be raised to the standard level of 5 per cent. Such strengthening should ensure a back up for the webmaster and a systems development post. Clear roles and responsibilities and reporting lines should be established to foster collaboration and information sharing. A backup system should also be established without delay to avoid instances where systems development and website support are not readily available (SP-04-003-012) (para. 67).	5 per cent. The back up for the webmaster and a systems development post has been implemented with clear roles and responsibilities been established and instituted.
In line with the United Nations information and communication technology strategy, ESCWA should undertake a cost benefit analysis and a return on investment review of all of the databases developed and decide on their suitability, continuation, enhancement and streamlining. ESCWA should not develop any new systems or applications until its information and communications technology strategy is adopted and its Information and Communication Technology Committee established to undertake such reviews. Any future information and communications technology development should be based on the priorities and resources determined by the Information and Communication Technology Committee (SP-04-003-013) (para. 68).	Work has just started on the development of an ICT strategy for ESCWA, and as a first step an inventory of systems and applications in preparation for a cost benefit analysis review has already been undertaken.
(a) ESCWA should develop a knowledge management strategy based on its own recommendations to member States, UNDP experience and parameters and adopt an action plan for implementing it. The strategy should aim at establishing ESCWA as a source of knowledge on regional social and economic issues and the first point of call for diverse practitioners and stakeholders seeking such knowledge. Information technology should also provide for discussion space to facilitate exchanges between member States on the items on the Commission's agenda between its sessions. The knowledge management strategy should buttress the ESCWA communications and outreach strategy and rely on its information technology strategy.	The development of a knowledge management strategy and priority plan of action will be implemented, upon the recruitment of an expert in this area. Proposals are made in the context of the proposed programme budget for the biennium 2008-2009, which would allow an existing P-4 post in the Office of the Executive Secretary to be used as the knowledge manager. At the Fourth Meeting of Chiefs of Programme Planning (Addis Ababa, January 2007), the five regional commissions exchanged knowledge management practices. The Meeting agreed that ECA would take the lead towards the development of a harmonized approach to knowledge management. ECA will make a set of recommendations highlighting the need for greater commitment in promoting

Brief description of the recommendation	*Action taken to implement the recommendation*
(b) A dedicated post of knowledge manager should be established with an incumbent being a recognized expert in this area and provided with all necessary authority and resources to implement the action plan (SP-04-003-014) (para. 69).	knowledge management in all regional commissions at the meeting of the Executive Secretaries in Santiago in May 2007.
ESCWA should undertake without delay a comprehensive review of its processes and workflows with the view to automating them in line with the best practices throughout the Secretariat based on a realistic action plan with set deadlines and responsibilities (SP-04-003-015) (para. 71).	ESCWA identified 19 processes and workflows left for automation, five of them fall under the Human Resources Management Section namely contract extensions, separations, advances, dependency review and E-leave. An additional four workflows will be implemented in the Section in 2006-2007. The remaining ten are under review for implementation at the end of 2007. The Budget and Finance Section has introduced an automated electronic invoicing system to keep track and follow-up on all pending receivables.
The Chief of the Human Resources Management Section should take appropriate measures to ensure that all personnel decisions are in line with the established policies and procedures and are properly reflected in staff members' personal files. Records of personnel actions should kept and monitored for compliance (SP-04-003-016) (para. 72).	The Human Resources Management Section will continue to work within relevant policy guidelines, rules, regulations and all records of personnel actions will be kept in the staff member's personal files.
Management should ensure that performance appraisals are completed on schedule (SP-04-003-017) (para. 74).	The performance appraisal system (PAS) compliance rate during the 2004-2005 PAS cycle at ESCWA was 100 per cent. The PAS compliance (as at 18 December 2006) for the 2005-2006 PAS cycle is 99.34 per cent.
The Executive Secretary should establish a senior level coordinating and advisory body to address programmatic and operational decisions along with establishing a mechanism for thorough follow-up on executive decisions taken on the advice of these bodies (SP-04-003-018) (para. 76).	ESCWA will continue its ongoing policy of holding regular cabinet meetings (extended audience), and special meetings for programme managers (to address strategic and policy issues).
The Executive Secretary should ensure that the norms of transparent and effective oversight are adhered to by observing established reporting lines and addressing accountability issues in a consistent and fair manner (SP-04-003-019) (para. 78).	The Executive Secretary continues to work within relevant policy guidelines, rules and regulations.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Executive Secretary should clearly define the substantive and administrative responsibilities delegated to the Deputy Executive Secretary and maintain the integrity of such delegation along with accountability for discharging those responsibilities. Clear procedures and reporting lines to the Executive Secretary and regarding subprogramme managers should be established and observed (SP-04-003-020) (para. 80).	The process of the selection and recruitment of a new Deputy Executive Secretary is under way, based on clear terms of reference and functions as contained in the ESCWA Secretary-General's bulletin and the various administrative circulars, and as approved by the Senior Review Group at United Nations Headquarters.

Economic and Social Commission for Western Asia
Organizational structure and post distribution for the biennium 2008-2009


Executive Secretary
RB:
1 USG
1 D-2
1 D-1[a]
1 P-4
1 P-3
1 P-2
8 LL
Information Services
RB:
1 LL
1 LL[b]
Subprogramme 1 Sustainable Development and Productivity Division
RB:
1 D-1
4 P-5
3 P-4
4 P-3
2 P-2
10 LL
Subprogramme 2 Social Development Division
RB:
1 D-1
2 P-5
1 P-5[b]
4 P-4
2 P-3
3 P-2
8 LL
1 LL[b]
Subprogramme 3 Economic Development and Globalization Division
RB:
1 D-1
4 P-5
6 P-4
3 P-3
2 P-2
13 LL
Subprogramme 4 Information and Communication Technology Division
RB:
1 D-1
1 P-5
1 P-5[b]
3 P-4
2 P-3
1 P-2
5 LL
1 LL[b]
Subprogramme 5 Statistics Division
RB:
1 D-1[b]
2 P-5
2 P-4
2 P-3
1 P-2[b]
7 LL
Subprogramme 6 Empowerment Centre for Women
RB:
1 P-5
1 P-4
1 P-4[b]
2 P-3
1 P-2
4 LL
Subprogramme 7 Conflict Mitigation and Development Division
RB:
1 P-5[b]
2 P-4[b]
1 P-3[b]
1 P-2[b]
3 LL[b]
Administrative Services Division
RB:
1 D-1
3 P-5
7 P-4
10 P-3
4 P-2
76 LL
1 FS
Programme Planning and Technical Cooperation Division
RB:
1 D-1
2 P-5
2 P-4
1 P-3
2 P-2
6 LL

Abbreviations: RB, regular budget; USG, Under-Secretary-General; LL, Local level; FS, Field Service.

[a] Reclassified post

[b] Redeployed post

Annex

Outputs produced in 2006-2007 not to be carried out in the biennium 2008-2009

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 1, Integrated policies for the management of regional resources for sustainable development			
21.26 (a) (i)	Parliamentary documentation on the five-year review of ESCWA water sector achievements in implementing the Johannesburg Plan of Implementation	1	Non-recurrent
21.26 (a) (i)	Parliamentary documentation: report on policy options on the implementation of the Integrated Water Resources Management Plans at the national level	1	Non-recurrent
21.26 (a) (ii)	Parliamentary documentation on the five-year review of ESCWA energy sector achievements in implementing the Johannesburg Plan of Implementation	1	Non-recurrent
21.26 (a) (iii)	Ad hoc expert group meeting on national institutional reforms for the implementation of the Integrated Water Resources Management in the ESCWA region	1	Non-recurrent
21.26 (b) (ii)	Non-recurrent publication on assessment of water quality management practices in the ESCWA region	1	Non-recurrent
21.26 (b) (ii)	Non-recurrent publication on energy conservation and efficiency in the upstream energy sectors in selected ESCWA member countries	1	Non-recurrent
21.26 (b) (ii)	Non-recurrent publication on guidelines for legislative and institutional reforms needed for the implementation of the Integrated Water Resources Management at the national level in the ESCWA region	1	Non-recurrent

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
21.26 (b) (ii)	Non-recurrent publication on impact of industrial policies on small and medium-sized enterprises competitiveness	1	Non-recurrent
21.26 (b) (ii)	Non-recurrent publication on land degradation assessment and prevention	1	Non-recurrent
21.26 (b) (ii)	Non-recurrent publication on follow-up on the activities of the Regional Mechanism on the Development of Energy Uses for Sustainable Development	1	Non-recurrent
21.26 (c) (ii)	Field project: sustainability impact assessment of the Euro-Mediterranean Free-Trade Area	1	Non-recurrent
	Total subprogramme 1	**11**	
Subprogramme 2, Integrated social policies			
21.30 (a) (i)	Substantive servicing of meeting on the Arab regional conference in preparation for the ten-year review and appraisal of the outcome of Habitat II	1	Non-recurrent
21.30 (a) (i)	Parliamentary documentation: report of the Arab regional conference in preparation for the Habitat 10-year review	3	Non-recurrent
21.30 (a) (ii)	Parliamentary documentation: report on issues related to formulation and implementation of social policies	1	Non-recurrent
21.30 (a) (ii)	Parliamentary documentation: report on issues related to the Arab Decade for People with Disabilities	1	Non-recurrent
21.30 (b) (i)	Demographic Profiles of the Arab Countries	1	The type of issuance will be discontinued with released resources used for producing a booklet on the same topic in a concise, practical way with a user-friendly format to better cater to the needs of the target audience.

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
21.30 (b) (ii)	Non-recurrent publication on status and prospects of the Arab city	1	Non-recurrent
21.30 (b) (iv)	Technical material on country profiles on urbanization and housing policies in Oman and Qatar	2	Non-recurrent
	Total subprogramme 2	**10**	
Subprogramme 3, Economic development and integration			
21.34 (a) (i)	Parliamentary documentation: report to the Economic and Social Council on the living conditions of the Palestinian people in the occupied Palestinian territories, including Jerusalem, and the Arab population in the occupied Syrian Golan	2	Non-recurrent
21.34 (b) (i)	*Analysis of Performances and Assessment of Growth and Productivity*	1	Will be discontinued and selected information incorporated in the "Survey". Released resources will be used for substantive coordination of an increased number of United Nations and regional organizations interested in the joint production of the regional Millennium Development Goals report.
21.34 (b) (i)	Review of Progress made by Yemen in the implementation of the New Programme of Action for the Least-Developed Countries	1	Assisting the Yemeni Government to produce this review should be the responsibility of the United Nations country team. Where necessary and upon request, ESCWA will provide input. Released resources will be used to deliver outputs on financing for development.

A/60/6, paragraph	Output	Quantity	Reason for discontinuation
21.34 (b) (ii)	Technical material on maintenance and regular updating of ESCWA home page on economic analysis and forecasting for regional development on the Web	2	This home page and another home page "Maintenance of the ESCWA home page on regional integration and responding to globalization" will be merged into one home page in alignment with the restructuring of ESCWA programme. Released resources will be used for more frequent update to disseminate timely information.
21.38 (b) (i)	*Methodological Framework for the Integrated Transport System in the Arab Mashreq*	1	The issuance of this output as a recurrent publication will be discontinued. Released resources will be used for the issuance of a technical material on the same topic for more targeted dissemination.
21.38 (b) (ii)	Non-recurrent publication on good practices in information and communications technology applications in seaports in ESCWA member States	1	Non-recurrent
21.38 (b) (ii)	Non-recurrent publication on International Civil Aviation Organization/ESCWA study on air transport in Western Asia	1	Non-recurrent
21.38 (b) (ii)	Non-recurrent publication on monitoring report on road traffic safety in ESCWA member States	1	Non-recurrent
21.38 (b) (ii)	Non-recurrent publication on movement of natural persons	1	Non-recurrent
21.38 (b) (ii)	Non-recurrent publication on regional investment directory report: Western Asia	1	Non-recurrent
21.38 (b) (iv)	Technical material on networking of national focal points for the Integrated Transport System in the Arab Mashreq	1	Non-recurrent
	Total subprogramme 3	**13**	

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 4, Information and communications technology for regional integration			
21.42 (b) (ii)	Non-recurrent publication on guidelines for information and communications technology policy and strategy formulation and implementation	1	Non-recurrent
21.42 (b) (ii)	Non-recurrent publication on models for cyber legislation	1	Non-recurrent
21.42 (b) (ii)	Non-recurrent publication on needs for building national and regional knowledge-based economies	1	Non-recurrent
21.42 (b) (ii)	Non-recurrent publication on promoting information and communications technology venture capital and entrepreneurship in the region	1	Non-recurrent
	Total subprogramme 4	**4**	
Subprogramme 5, Statistics for evidence-based policymaking			
21.46 (a) (i)	Parliamentary documentation on the five-year review of the Millennium Development Goals	1	Non-recurrent
21.46 (c) (ii)	Field project on the development of disability statistics in the ESCWA region	1	Non-recurrent
21.46 (c) (ii)	Field project on the International Comparison Programme	1	Non-recurrent
	Total subprogramme 5	**3**	
Subprogramme 6, Advancement of women			
21.50 (a) (ii)	Ad hoc expert group meeting on enhancing synergy, networking and participatory role in policymaking	1	Non-recurrent
21.50 (b) (ii)	Non-recurrent publication on gender mainstreaming fact sheets and national sectoral policies for the empowerment of women and gender equality in the region	2	Non-recurrent

A/60/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
21.50 (b) (ii)	Non-recurrent publication on follow-up to the 10-year review and appraisal of the Beijing Declaration and Platform for Action and implementation of the Convention	1	Non-recurrent
21.50 (c) (i)	Advisory services on follow-up to the implementation of the outcome of the 10-year review, the Convention and the Millennium Development Goals	2	Non-recurrent
21.50 (c) (ii)	Workshop on capacity-building of non-governmental organizations and national machineries to synergize and participate in monitoring the implementation of the 10-year review and the Convention	1	Non-recurrent
	Total subprogramme 6	**7**	
	Grand total	**48**	